

JSC «Uzbekistan Railways»

Tashkent Institute of Railway Transport Engineers



«APPROVED»

Head of department

“Economics and management”

Associate Professor Khodjaeva N. A.

A handwritten signature in black ink, appearing to read 'N. A. Khodjaeva', written over a horizontal line.

“ 19 ” 06 2018 .

Graduation qualification work

**on the topic: "Formation of personnel stimulation and
financing system in railway companies"**

Author: Jumanazarov M.B

Scientific adviser: Egamberdiyev B.B

Reviewer: Baxtiyarxanova Sh.B

Tashkent -2018 .

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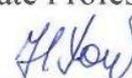
JSC «O'zbekiston Temir Yo'llari»
Tashkent Institute of Railway Transport Engineers

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“ 11 ” of 01 2018 .

**ASSIGNMENT ON THE GRADUATION QUALIFICATION
WORK**

Student: **Jumanazarov M.B**

The direction of education: 5230200 - "Management" (on the railway transport)

1. Theme of the graduation qualification work: " Formation of personnel stimulation and financing system in railway companies"

The theme of the graduation qualification work was approved by the order of the rector of the Institute # 7269 of 25 12 2018.

2. Preliminary data of the graduation work: the results of the year of operation of the railway transport; the charter of company; company reports for 2015-2017; plan of labor; wage fund for employees; measures of protection and safety of labour at the company.

3. Structure of accounting and explanatory notes:

- Cover sheet;

- Assignment;
- Content;
- Main part: 1) theoretical and practical analysis of the current state of the problem; 2) development of a solution to the problem; 3) evaluation of the effectiveness of the developed measures;
- Conclusions and suggestions;
- References;
- Applications;
- Presentation materials.
-

3. Plan for completing the graduation qualification work.

Steps	Names of sections and subsections of graduation qualification work	Terms of implementation (date)	Notes
I.	Collect preliminary data	09.2017-12-2017	EgamBB
II.	Introduction	25.12.2017	EgamBB
III.	Chapter I. Theoretical foundation of motivation and financial system of personnel.		
	1.1. The essence, classification and features of employee motivation in company activities	1.01.2018	EgamBB
	1.2. The role of methods and incentives of personnel motivation in railway company activities	15.01.2018	EgamBB
	1.3. Motivation systems for effective employee management and its stimulating factors	28.02.2018	EgamBB
	Conclusion on the first chapter		
IV.	Chapter II. Analysis of personnel motivation and stimulating system in Tashkent signaling and communication distance		
	2.1. Organizational structure of Tashkent signaling and communication distance and its personnel management incentive status	1.03.2018	EgamBB
	2.2. Analysis of social-economic development in Tashkent signaling and communication distance	20.03.2018	EgamBB
	2.3. Analysis of payment including and non-including Labor Payment Found in the Tashkent signaling and communication distance	29.03.2018	EgamBB
	Conclusion on the second chapter		
V.	Chapter III. Prospects of improving for staff management in conditions of economic modernization		
	3.1. International experiences on personnel motivation and stimulations in railway transport companies	15.04.2018	EgamBB

	3.2. New financial methods of motivating in railway industry	20.04.2018	Egamberdiev B.B.
	Conclusion on the third chapter		
I.	Chapter IV. Sanitation and hygienic conditions of railway transport companies		
	4.1. Requirements of sanitation and hygiene for safe working environment	23.05.2018	Egamberdiev B.B.
I.	Conclusion and suggestions	27.05.2018	Egamberdiev B.B.
II	References	29.05.2018	Egamberdiev B.B.
..	Appendix		
.	Formalization	30.05.2018	Egamberdiev B.B.
I.	Preliminary assertion	02.06.2018	Egamberdiev B.B.
I.	Assertion in the State Attestation Commission	04.06.2018	Egamberdiev B.B.

Head of the graduation qualification work  Egamberdiev B.B.

Date of issue of the assignment “ 11 ” 01 2018.

Received to complete the assignment  Jumanezarov M.B.

«Ўзбекистон темир йўллари» АЖ

Тошкент темир йўл муҳандислари институти

«Ҳаёт фаолияти хавфсизлиги» кафедраси

Талабанинг битирув ишини бажаришдаги меҳнат муҳофазаси бўлимига

ТОПШИРИҚ

Факультет « Иқтисодиёт »

Талабанинг Ф.И.Ш. Жуманазаров М.Б группаси МН-49^а

Битирув малакавий иш мавзуси: Formation of personnel stimulation and financing system in railway companies

Меҳнат муҳофазаси қисмининг мазмуни битирув малакавий ишининг мавзусига боғлиқ бўлиб битирув малакавий ишининг асосий раҳбари томонидан тасдиқланади.

Топшириқ куйидаги қисмлардан иборат:

1. Темир йўл транспортида ҳаракат хавфсизлиги ва меҳнат муҳофазаси;
2. Лойиҳалаштирилаётган худудни меҳнат муҳофазаси томонидан таснифланиши;
3. Битирув ишига берилган топшириққа мос равишда меҳнат шароитини меъёрлаштириш учун аниқ вазифани бажариш керак (6-8 бет).

Аниқ вазифа: Темир йул транспорт корхоналарида санитар - гигиеник шароитлар

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О.Т. Алиев

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Introduction

Relevance of the research topic. In the management system, motivating staff is key to increasing labor productivity factors. Different forms of employee motivation can lead to sufficient result if only the manager can use them correctly and they achieve efficiency, otherwise, they provoke unexpected situations and consequences in the business. The forms of incentives in management are material and mental as a result of which the employee and the enterprise are formed bringing together the goals of the staff, motivating employees to work hard and willingly, and many other positive experiences. On this subject, as the first President of Uzbekistan I.A.Karimov stated, " We all know that In private enterprises, the sense of responsibility for factors that affect the work and the level of personal interest, and most importantly, the final result of their production and financial activities is completely essential "¹. Now, effective use of incentives in modern management is in progress. As we know, the company has different personal and professional qualities Individuals with their own labor experience. This is between individuals to overcome various conflicts that always arise create an enabling environment for action is one of the main tasks. The role of incitement to work on this issue is that you can influence the people's views on labor by fostering them. In this case, management needs to find answers to questions such as how to organize personnel management, how to drive people to work, how to direct their contribution to the enterprise development, and how to maximize their capabilities. For this purpose, the efficiency of the enterprise the issues of encouraging positive results in the development of the country one of the most important and urgent directions of domestic enterprises and is aimed at further accelerating these processes research plays a crucial role in selecting a topic.

Aim of the research. Studying theoretical point of view of the personnel stimulation and financial system and finding out the best motivation and

¹ Report of the first President of the Republic of Uzbekistan Islam Karimov, dedicated to the results of 2015 and the most important priorities of the economic program for 2016.

stimulation for employees in JSC “Uzbekistan Railways” and its structural subdivisions is the main purpose of the bachelor thesis.

Object of the research. Financial and non-financial encouragement systems of the Uzbek railways on the example of “Tashkent signaling and communication distance”, the structural subdivision of the JSC “Uzbekistan Railways”.

Subject of the research. Methodological provisions and recommendations governing motivation and stimulations of personnel on the railways.

Scientific validity. In the final qualifying work, scientific works of domestic and foreign scientists and economists on the motivation and stimulation of employees and materials of JSC “Uzbekistan Railways” on financial encouragement policy, reference literature on the above issues, and legislative and regulatory acts of the Republic of Uzbekistan were used. During the research, methods of observation, comparison, economic analysis, economic and statistical methods, a logical approach to the evaluation of economic phenomena and other methods and techniques of scientific research were used.

The scientific novelty of the research is as follows:

- proposals were made to improve the efficiency of employees and activities of railway companies;
- identified certain lack of stimulating systems of the railway companies and optimal solutions to the problems noted were offered;
- new methods of motivating the employees using foreign experience have been presented;
- active economic relations, increased practical experience and negotiating with personnel, various types of their needs and compilation information and analytical materials were offered;

The theoretical and practical significance of the work consists in applying the results obtained in the motivating and stimulating activities in railway transport. The results of the research can help improve the performance of other transport enterprises, as a typical methodological tool kit, as well as in the educational process.

Final qualifying work consists of an introduction, three chapters, conclusion, appendixes, a list of used literature. In the first chapter, theoretical foundation of motivation and financial system of personnel of railway transport is given. In the second chapter, personnel motivation and stimulating system in the Tashkent signaling and communication distance was analyzed.

The third chapter examines the efficiency of employee motivation and stimulation systems in Uzbekistan comparing with some developed countries' systems and provides recommendations on improving the job performance of the railway industry and the republic as a whole.

Chapter 1. Theoretical foundation of motivation and financial system of personnel.

1.1 The essence, classification and features of employee motivation in company activities

In our country, where market relations are formed and underdeveloped, radical changes take place in all spheres of socio-economic life. Railway companies' productivity have been increased manifold and the employees' qualifications have grown significantly. As the President of Uzbekistan Shavkat Mirziyoyev stated: "The labor collective of JSC "Uzbekistan Railways " uniting 73,000 highly skilled engineers and technicians and specialists, trawlers, drivers, industrial, project and construction companies, workers and social infrastructure facilities, undoubtedly, is the creative power of the network, an invaluable asset". For over the years of independence, more than \$ 7.5 billion of capital investments, including \$ 2.4 billion worth of foreign investment, were directed to the development of railroad communications and infrastructure. Using this opportunity, the road, power supply, telecommunications, locomotives, wagons and containers, passengers, as well as network designers, builders and industrial enterprises will benefit from the development of the country's rail system, I would like to note with gratitude that this is a great contribution.

Now, when we are in market economy system, we need to introduce new methods in railway companies that ultimately help to increase the performance of the employees. In the process of adapting to this system, the human factor, like other factors, is in the foreground. Because people are trying their best to achieve their goals, and their knowledge and skills enable them to work efficiently.

Motivation is a psychic factor, a source of active activity, evidence of diversity and diversity. It is a powerful tool that encourages employees to livelier work.

The need for people is a encouraging motive. Or the tradition of those people is related to taste and mentality, age and gender, marital status and nationality, living and living conditions. Most importantly, a variety of activities and coordinating

management are required to meet the diverse needs. The motivation process starts with a lack of satisfaction or satisfaction, or lack of satisfaction, of some kind (or not knowing). The gate of need for satisfaction determines that one aspires to the future. If he is satisfied with a particular thing, the next motivation will encourage him to another higher need. The first needs are the basic needs, that is, the necessities needed to sustain life. The concept of motivation is interpreted in terms of motifs, arguments, proofs, excuses, arguments, or reasons causing a work or movement to occur. This concept is closely related to the human factor. From this point of view:

Motivation is a psychic factor, the source of the activity of the individual, the evidence and the various possibilities. It is a powerful tool that encourages employees to livelier work. According to the theory of expectations of motivation it can be assumed that if workers believe in correlation between their career and on the degree of efficiency of their work, they will be more interested in working more productively. There is one serious flaw in this kind of an approach there are no new people with new fresh ideas which could help to avoid stagnation.

Personnel stimulation is a key factor in getting employees to increase performance. At some point, development of the country may depend on managers as well. The Republic of Uzbekistan in 2017-2021 on the five priorities of development Action Strategy emphasizes all weak points of economic and social life of the Republic. According to the third chapter “Increasing its competitiveness through deepening structural changes, modernization and diversification of leading national economies depends:

- ensuring balance and balanced national economy , as well as the reduction of the share of industry, service sector, small business and private entrepreneurship;

- Implementation of an active investment policy aimed at modernization, technical and technological renovation of production, implementation of production, transport and communications and social

infrastructure projects, expansion of renewable energy sources, increase of productivity in the sectors of the economy;

➤ Increasing the efficiency of functioning of free economic zones, techno parks and small industrial zones operating in the Republic of Uzbekistan; accelerated development of service sector, increase of the role and contribution of services in the formation of gross domestic product, radical change of the structure of rendered services, first of all, by modern high technologies;

➤ accelerated development of tourism industry, further development of transport infrastructure, introduction of information and communication technologies in the economy , social sphere, management system;

➤ Improvement of public transport services, increase of traffic safety and reducing harmful emissions to the environment².

Starting with the main important point, these all tasks can be accomplished by the good organized and skilled personnel. That is very exactly managers' job stars. As we are managers the question is what we can do to motivate employees to such a level that performance will indeed increase? Some employees do not provide the quality of work or maintain the level of productivity which they are capable of. And this is true for railway companies as well. Workers are frequently bored, uninvolved and underutilized and this may contribute to their level of productivity falling below their real potential. Management often fails to present employees with the necessary challenges and opportunities for achievement or to provide the type of leadership that will motivate them and direct their behavior towards increased performance.

It was found that the greatest lack among managers was their ability to accurately perceive the factors that motivate their employees. It does not matter what type of motivation it is, motivation itself is an inner state that energizes, activates or moves, and that directs behavior toward goals. Practically spoken: it is what drives your employees to give their best for your business. Motivation is the process by which managers stimulate employee behavior and direct it toward

² The Republic of Uzbekistan in 2017-2021 on the five priorities of development Action Strategy

achieving desired personal and organizational goals. The science of management is developed by American engineer F. Taylor. His book, *Scientific Principles of Scientific Management*, led the management to be recognized as independent science. He said that it was the case that he was in control of the event and that he had to optimally optimize it. The proposed system from the Taylor Bowel included strict separation of the system's management and execution functions. F. Taylor draws a very important conclusion that management is a particular specialty, and if the group of employees focuses on doing things that are better than others, then the organization will be more interested in it. The system that Taylor is offering is viewed as an employee of theoretical and methodological principles of governance. At the beginning of the twentieth century, the emerging "principles of scientific work organization" led to the beginning of "technocratic management of staff". Characteristics of this approach are as follows:

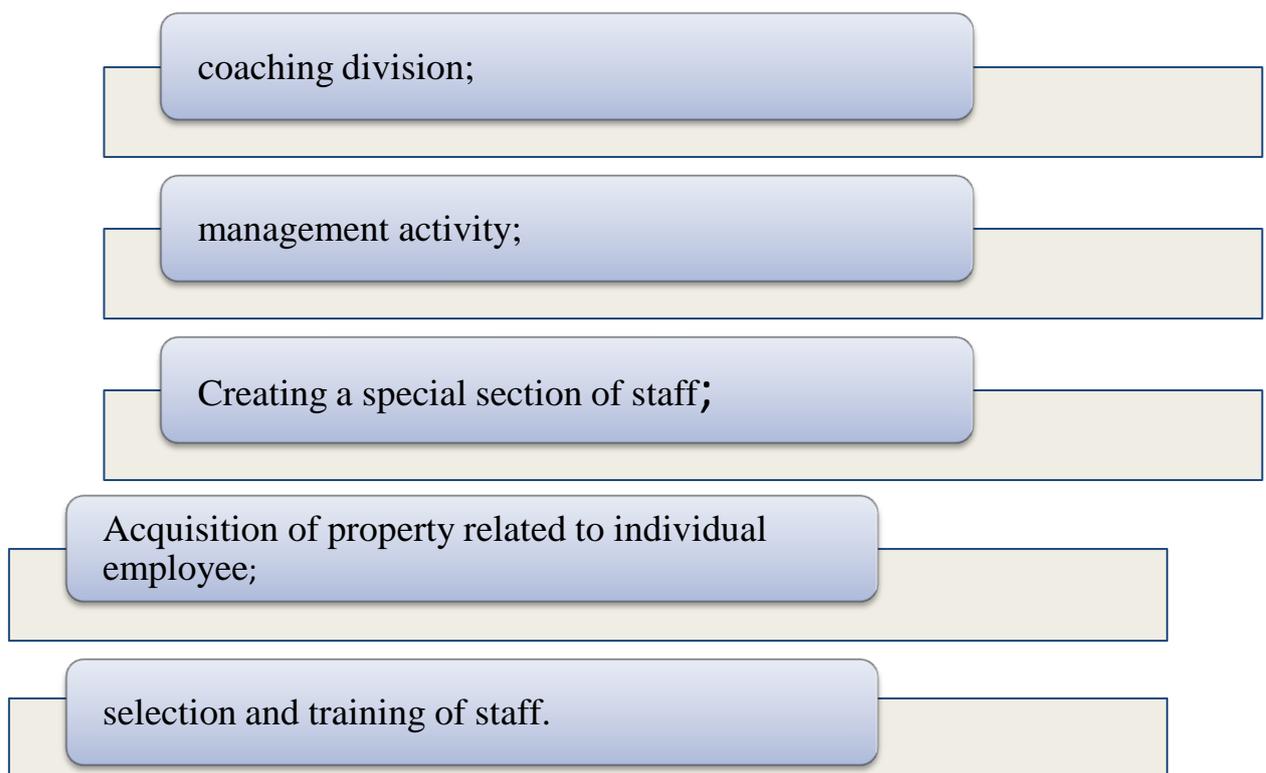


Fig. 1.1 Characteristics of "technocratic management of staff"

Each employee of the organization is personally responsible for performing their service duties. Personnel manager is responsible for planning, coordinating and coordinating personnel.

The work of a personnel management includes: a) Creating conditions for the growth of knowledge, training personnel and stimulating self-improvement; b) Using "motivational packages" (empowerment programs for workers which will help them to make the right economic decisions); c) The formation of new moral values shared by all personnel of the company; d) Flexible and adaptive use of "human resources": increasing the creative and organizational activity of the staff and formatting an elevated organizational culture.

Personnel management system involves the formation of goals, functions, organizational structure, personnel management, vertical and horizontal functional relationships of managers and professionals in the process of researching, developing, adopting and implementation the administrative decisions. Management of technical personnel involves employee recruitment, selection, reception, business assessment, career guidance and adaptation, training, business career management, service and professional advancement, motivation and work organization, conflict management and stress reduction, organization of social development, staff release and so on. This also should include the productive interactions between the leaders of the organization and the trade unions/employment services³. The focus on the concept of personnel management nowadays is related to the increasing role of an individual employee. Knowing their motivational system and being able to shape it according to the challenges facing the organization. Human resource management is of particular importance as it allows to implement, and summarize a range of issues of individual adaptation to external conditions, taking into account the personal factor in the construction of a system of personnel management. There are three factors that affect the people in the organization. The first one is the hierarchical structure of the organization where the main means of influence is the relationship of power and subordination, the pressure distribution of wealth has on the person⁴. The second one is the culture, produced by the company, organization, or by group of people with shared

³ Online Business dictionary 2015

⁴ Garner, E. 2013. Recruitment and Selection: Hiring the people you want. Bookboon, 10-12.

values. Social norms, attitudes of behavior that govern the actions of the individual forcing the individual to behave a certain way without any visible coercion.

In the 1930s there was a need for new methods of organizing human activities. The School of Human Relations has taken a considerable step in this direction. The founders of this school are E. Mayo and M. Follette. Theorists of this school have argued for improving productivity, improving the social environment, and improving relationships with staff and career through psychological methods. The worker was recognized as a person, not as a "production line". This, in turn, provided an opportunity to use the methods of mania encouraging. A great deal of effort and cost (ergonomics, applied sciences: industrial psychology and sociology) were developed to optimize the working conditions and living conditions. In other words, management has acquired new financial and social psychological wealth. Human relations research has made changes to the previous management concept, in particular: Increased focus on the collective and social needs of a person; Since the late 50s, the school of "humane relations" has become a philosophy of science. The first one is based on the relationships between people, and the other one focuses on the technique of increasing the efficiency of a separate researcher. R. Layckert and D. McGregor are the key actors in the field of motivation, leadership, authority and leadership. The development of these spheres has led to the creation of a special management function in a modern sense, and it has been called "staff management". It is based on raising the living standards of employees and directing their employees to work efficiently.

1.2 The role of incentives and methods of personnel motivation in railway company activities.

The current economy of the market raises a number of fundamental problems, and the most important of them is the efficient use of human resources. In order to achieve it we need a well-developed personnel policy. Personnel policy is closely connected with all areas of economic policy of the organization. One of its areas is motivating and encouraging staff salaries. The main factor of the material and monetary stimulus is the salary of employees⁵. For employees wage is their personal income, which should match the personal contribution to the work process. There are nominal and real wages. Nominal wages are the amount of money received by the employee for their work for a certain period of time. Real wages show the amount of consumer goods and services that can be purchased for a nominal salary for a given level of prices and tariffs. The source of funds for payment of salaries and social payments is the wage fund. It should be in mind that wages as such motivates if the employee at all interested in money reward. Thus, ideally, it should be that the employees know how much they could earn and how much is actually earned⁶. Remuneration system comes in two models - tariff and non-tariff. The tariff model includes two forms of wages - time-based and piecework. One choice depends on the scope of employees, the specifics of the process, options of valuation and accounting requirements for product quality, and so on. Non-tariff model (system) wage - a system in which the pay is based on the calculation of the labor contribution of each individual employee. Wages make work more effectively, combined with an addition bonus system (from the profit or cost savings).

⁵ Merlevede, P. Talent Management: A Focus on Excellence: Managing Human Resources in a Knowledge Economy, Bookboon, 2014. 35-36.

⁶ Alan Price and HRM Guide contributors 2007, page 12

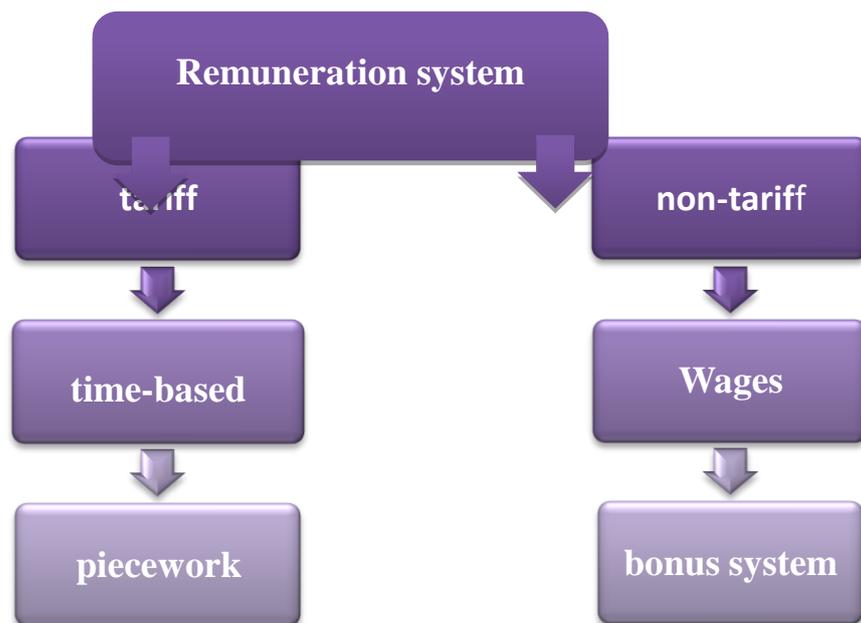


Fig. 1.2.1 Remuneration system of financial motivation of personnel

The main task of any existing incentive system is to implement the goals of the enterprise, such as increased productivity, reduced cost of products or services and the intensification of sales. However, to achieve them requires coordination of the interests of the company and employees (who are its main resource). The workers need recognition of the results of their work not only in material terms. In addition to these significant cash savings - opportunities, stability and growth of remuneration, good working conditions, social benefits.

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment). Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, even widespread discouragement. Such attitudes can cumulate into crises. But the small business can also provide an ideal atmosphere

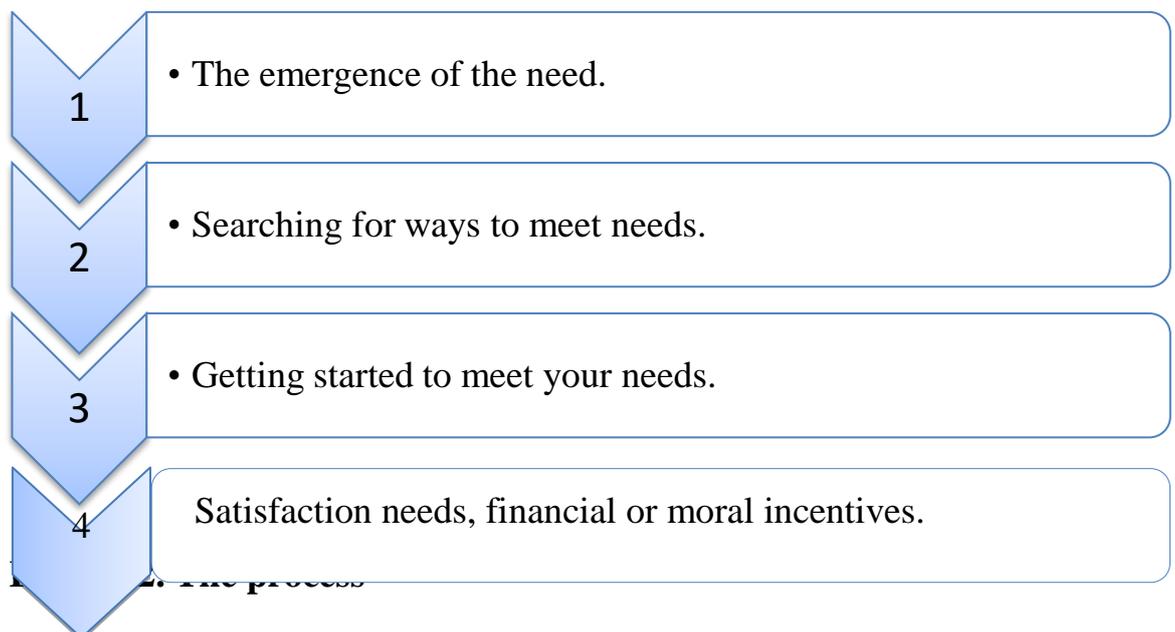
for employee motivation: employees see the results of their contributions directly; feedback is swift and visible. A smoothly working and motivated work force also frees the owner from day-to-day chores for thinking of long-term development.

Furthermore, tangible and emotional reward can mean retention of desirable employees. People thrive in creative work environments and want to make a difference. Ideally the work result itself will give them a feeling of accomplishment—but well-structured reward and recognition programs can underline this consequence. One approach to employee motivation has been to view "add-ins" to an individual's job as the primary factors in improving performance. Endless mixes of employee benefits—such as health care, life insurance, profit sharing, employee stock ownership plans, exercise facilities, subsidized meal plans, child care availability, company cars, and more—have been used by companies in their efforts to maintain happy employees in the belief that happy employees are motivated employees. Many modern theorists, however, propose that the motivation an employee feels toward his or her job has less to do with material rewards than with the design of the job itself. Studies as far back as 1950 have shown that highly segmented and simplified jobs resulted in lower employee morale and output. Other consequences of low employee motivation include absenteeism and high turnover, both of which are very costly for any company. As a result, "job enlargement" initiatives began to crop up in major companies in the 1950s. In small businesses, which may lack the resources to enact formal employee motivation programs, managers can nonetheless accomplish the same basic principles. In order to help employees feel that their jobs are meaningful and that their contributions are valuable to the company, the small business owner needs to communicate the company's purpose to employees. This communication should take the form of words as well as actions. In addition, the small business owner should set high standards for employees, but also remain supportive of their efforts when goals cannot be reached. It may also be helpful to allow employees as much autonomy and

flexibility as possible in how their jobs are performed. Creativity will be encouraged if honest mistakes are corrected but not punished.

Finally, the small business owner should take steps to incorporate the vision of employees for the company with his or her own vision. This will motivate employees to contribute to the small business's goals, as well as help prevent stagnation in its direction and purpose. Employee motivation directly relates to employee performance. An organization with motivated employees enjoys high productivity and satisfied workers. Keeping employees motivated should be a priority in companies. Several methods exist to motivate employees, but one common method involves establishing a rewards system. A rewards system is a business system that provides financial and nonfinancial rewards to employees based on performance. Companies should understand how reward systems work and the advantages and disadvantages of a reward system to reap the greatest benefits.

Achieving enterprise goals - Providing high productivity in the production of personnel is a commitment to motivate the service. For this purpose, employees should be genuinely interested in their work. Motivation is the inner and outer mobility forces of the individual, leading to certain activity. The interest determines what to do and how to do it to satisfy a person's needs. The process of excitement can be divided into four stages:



s of excitement.

The need is objective things that are necessary for the survival of the individual, the development of the individual and the social group. Biological and social needs are different. Biological needs - water , air, food, and other things needed to live - housing, clothing, household appliances, and the need to continue the generation. The social need is the need for the nation, the social group, its personality, its achievements, its ability to be recognized, and the recognition of its ability to grow by others. In the interest of co-operation due to the satisfaction of personal needs, the individual is the most important issue. In modern management, man is the dominant figure of governance. According to this approach, a person is not required for enterprise, but for enterprise. Personnel management strategies, structure and process are the driving force of the study. The concept of motivation has a few meanings in science. In the theory of management, it is a process of self-interest and some of the process of engaging in specific activities aimed at achieving business goals. From a psychological point of view, it is understood as a process of subjective activity of an employee.

The interaction between management and personal and psychological content is determined by the coordination of the object and the subject of the company, in contrast to managing the technical systems in personnel management. Such coordination can be done in a variety of ways. But in this process, of course, both parties - the subject and the subject will participate. As a result, the particular activity of the management object, as a result, is the result of this activity. The motivation process is based on the material, socio-psychological, spiritual, creative and other factors of interest. The theory of excitement can be divided into two groups: - the theory of interest in the essence; - the theory of interest in the process.

Theories of these two groups do not exclude each other, but have certain areas of application. In order to deepen their understanding of the essence, they need to know the essence of need and encouragement. Needs cannot be captured or measured. It is possible to imagine them through the actions of people. Needs are of interest to activity. Encouraging the theory of excitement - everything that a

person values very valuable to himself. In people, the concept of value differs, so the incentive assessment is different from each other. There are two types of incentives: the internal stimulus is the work itself. This includes the feeling of satisfaction with the work process, the achievement of the desired outcome, the social significance of the work, and self-pride. In the course of the work, the employee will satisfy his / her own needs by dealing with others. The external stimulus is given by the organization. Work wages, career advancement, professionalism, praise and confessions by managers, supplements, additional holidays, cars and premiums.

If something is missing for a person, he does certain, purposeful efforts to meet that need. Therefore, the needs are the source of activation. Needs can only be met by achieving the goal. At the same time, the primary and secondary needs are different. The primary needs are physiological. It is nutrition, thirst for satisfaction, sleep, and other natural needs. Secondary needs are psychologically characterized by experience. This is the need to succeed, to be honored, to lead, to feel that something is affecting itself. Because of their different experiences, their secondary needs differ greatly from each other.

Needs are met by encouragement. Encouraging incentives in work involves much more than just money and privileges. Encouraging involves everything that a person values as his or her own. But in people, the concept of dignity is unique to each individual, and their perceptions about the value of incentives vary. Motives are considered as internal forces that encourage one to behave in a certain way. The reasons for people's interest in doing business now are quite complex, and it is often difficult to understand them, so it is not easy to influence the interest. A person's interest can be thought of as a basis for his actions. This content has certain stability. Nevertheless, in the process of educating a person, the level of his interest in learning increases. Promotion is offered to a person as a worthwhile assessment of the results of his / her activity . A person receives many inclinations without being aware of their essence. Different people do not have the same appetite. In many studies, incentives are described as external invitations for

action, and motivation is called internal call. As such, it unites the motivation and the motivation behind the interest, first of all, to encourage human activity. However, if the incentive is to work through profits (material, spiritual, group, personal), and interest is also beneficial (rewarding, promotion) and personal reasons (duty, fear, a feeling of urethra, etc.). The motivation for this is more meaningful than the motivation.

Nowadays, the staff has the experience of providing additional privileges to the staff. They include:

- 1) identifying the authority of an employee;
- 2) showing that the employee is socially protected;
- 3) privileges for direct work and production tasks.

Material incentives are always the most appealing tool ever. However, as the welfare of the person increases, he alone will not be enough. It should also be taken into consideration that the economic methods of interest require substantial costs by the company or firm. When it comes to avoiding negative incentives, it is understood that there is a need to eliminate negative emotions. These negative incentives include unfairness, ill-treatment, favoritism, and so on. Employees want to have fair relations with themselves. If a person realizes that he is treated like the rest of the world, he is convinced that he is justly dealing with the consequences of his work being e valued just as others do. The awarding of those who achieve high results is crucial. It is also important to evaluate the actions of those who claim to be self-nominated, even if they have not achieved any results in the work. The satisfaction of the work, the high sense of responsibility, and the recognition of the services by the team, which are the methods of spiritual encouragement, do not require any additional expenses. More importantly, people are never tired of hearing, attention, or confession. In the spiritual incentives, employee services can be recognized and rewarded as follows:

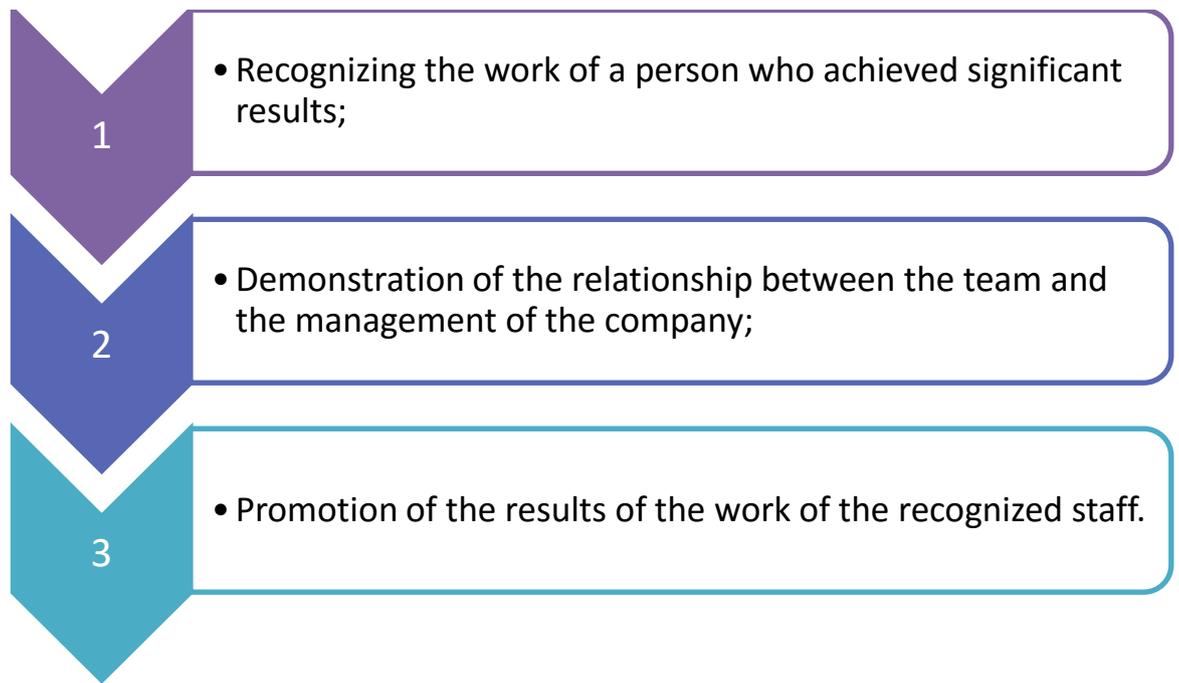


Fig. 1.2.4. Recognition and rewards of employee.

The effective work of spiritual encouragement workers is an expression of appreciation both in the enterprise itself and beyond, and encourages them to work more efficiently. The methods of enlarging the workload and enriching the content reduce the negative effects of fatigue and their associated workloads. Increasing the scope of work to reduce workloads is a means of doing so. It allows the employee to communicate, to solve various tasks at the level of his / her professional competence. Enriching your business content is based on providing you with skills that require greater skills, greater responsibility for decision-making, greater freedom to take on some initiatives. Improving the employee's spiritual well-being as a result of expanding the scope of work and enriching the content is due to the reduction of personal (out-of-work, work-satisfaction) and work (high-quality labor productivity) results and a number of adverse events (non-employment, unemployment). Disciplinary methods include declaration, warning, removal of privileges, dismissals, and other measures for unlawful actions. They cannot solve any problems. The offender often strives to avoid being punished in the future, not to work better. Discipline practices also include criticizing the behavior of staff. Nevertheless, the critic should not touch the personality of the employee:

1.The supervisor should oversee the work discipline. This control should be carried out taking into account the responsibility and self-control of each employee.

2.They should not be punished more. Sometimes severe penalties are several times higher than the stimulus level. However, a person who has committed a mistake may lose confidence in his ability.

3.It is good to use useful critique as well. The critic should be moderate and gentle in his criticism.

4.Leading staff should be informed about the complaints they have received. This will help you to find the right solution.

Fig. 1.2.5. Criticizing the behavior of staff

The targeted approach to the ultimate goal-making approach is based on the mechanism of interest. The employee must always know exactly what he is doing. The manager accomplishes the task with the employee. Once the manager has a goal of evaluating the execution process, he should first of all encourage moral incentives, eliminate negative incentives, and apply disciplinary sanctions. Penalties need to be minimized and rewarded for achieving good results. The same penalty may also change the position of the employee in the wrong direction. The employee evaluates the incentives that the manager is implicating in the execution process and, accordingly, clarifies his efforts to achieve the result. Employee care also affects self-interest, excluding external incentives. First of all, responsibility, responsibilities, as well as high quality and productive work are internal calls to achieve the fastest results. People always work better with an internal call. Employees who are committed to the goals and objectives of their organization and organization will be instructed to self-fulfill

their responsibilities and to control their own self-control. The performance evaluation is conducted throughout the execution process and is informal. It is expressed in terms of manager's interim results. Depending on the results of the performance evaluation and the uniqueness of each employee, concrete methods of external interest apply. High end results can only be achieved through high-quality performance. Labor promotion involves the satisfaction of the most important social needs of a good worker, enabling the achievement of predetermined results, and creates the necessary conditions for working motivation. A system of motivation and incentives for work should be based on a specific framework - the normal level of labor activity. The involvement of an employee in labor relations implies that he or she has a certain amount of work at the expense of a predetermined, specific job. There is no need to encourage these relationships.

Encouragement		Gist and source
Types	Forms	
1	Financial	Payment Employee's wage, in particular, is basic (working, timely, paid) and additional payments: labor conditions, double occupancy, night shift, adults, childhood mothers, holiday and rest days Payments for working overtime, overtime, and so on.
2		Bonuses Payments from corporate benefits (rewards, bonuses) There are also other types of bonuses for export, special services, because they do not have a yearly, long-term career.
3		Participation in share capital Acquisition of dividends and dividends for the company (organization),

			purchase of shares at discounted prices and free of charge.
4		Additional payment plans	These plans are often intended to encourage the growth of sales and sales of product markets, as well as good market for product sales. These fees include expenses from a company or a firm to pay for gifts, business meetings, trips (in which case costs are borne by the employee or business partner). This indirect costs are not attractive because it is a tax deductible.
5	Non-financial	Encouraging leisure time	Coordination of the time spent on employment: 1) giving him additional weekends, holidays, giving the employee time to work and etc for his active and creative work; 2) flexible organization of the work schedule;
6		Spiritual encouragement	Providing incentives, labels and signs that are based on the public recognition of the work of the staff.

Fig. 1.2.6. Types of encouragement at the company

Financial incentives for the staff are to ensure that they achieve high performance in their work. Whenever a person is financially inclined, it is understood that all costs of the employer under the labor contract are understood. The main purpose of financial incentives is to direct employees' activities to achieving strategic goals of a company or firm, in other words, to combine personal financial interests with the strategic goals of the enterprise. This decisive rule sets out the following goals for financial incentives:

1. Attracting personnel to the enterprise. The companies compete in the labor market to attract the necessary specialists for their work. Therefore, financial incentives should be appropriate for the enterprise to engage the necessary personnel.

2. Keeping personnel at the enterprise. If the financial incentive at the enterprise is lower than the level offered by the labor market, the staff will be dismissed. The head of the enterprise should provide financial incentives for staff to compete with other companies and firms so that the cost of their professional training and development is not lost.

3. Compliance with legal requirements. In the Republic of Uzbekistan, as in other countries, the forms and systems of labor, bonuses, supplements, allowances and incentives are coordinated with the current legislation.

They must be strictly adhered to. All of the additional incentive schemes currently used can be divided into two groups: wage payments are based on staffing or service only. The economic reforms carried out in the Republic of Uzbekistan require the identification and application of optimal forms and methods of financial incentives for enterprises operating in various forms of ownership. It is advisable to consider the financial inclusion of this issue as a result of the enterprise's activity, the accountability of each employee to achieve these results, the state governance of the labor market, as well as the market conquer as far as possible.

In order to attract highly qualified staff members the following issues must be considered:

- The current need for any additional staff and facilities (in the near future);
- Methods of motivation used in other companies, the average wage in force in them, etc.;
- Maximum personnel costs that the enterprise can afford at the time;
- Plans for the next period (quarter, year) the level of expenditure on the staff.

The incentives can act as material and spiritual benefits created as a result of joint activities of social facilities in social production. Incentives can be grouped as follows:

- Economic (monetary and non-monetary);
- Status (career growth, benefits, power);
- Social (participation in management, a sense of belonging,

communication, recognition of merit, approval, moral encouragement, the possibility of "feedback"); • Professional development (training, professional development); • Aim at improving working conditions and safety, safety of employees; • Assurance of implementation of the employment and labor rights.

Experience shows that the more often we receive the reward, the more often will we repeat the action that lead to it. Incentives may be relevant (actual), which are carried out by means of wages, and future (conditions for a career growth, participation in ownership). The last one is efficient for a high probability of achieving patience and commitment. There are two variations of stimulation - soft and hard. Hard stimulation involves forcing people to perform certain actions and it is based on fear. Examples are piecework wages, pay for the final result (which you cannot even get), or the lack of a comprehensive social protection (its presence weakens the incentive mechanism). This stimulation does not replace the legal and administrative methods of influence, but complements them. Its goal is not to encourage work, but to force to do more and better than the required minimum.

Soft stimulation is based on the motivation to work in accordance with the value and suggests the possibility of meeting the perceived needs. Its instrument is, for example, a social package (goods guarantees). Motivation of staff is one of the most complex manager activities and the ability to motivate people is art. Companies in which managerial staff mastered this art usually have leading positions in the market.

Solving the problem of motivation of the personnel is necessary:

- If the employees evaluate their work as insignificant for the company;
- If present employees expressed dissatisfaction with career development and wages;
- If they are talking about the lack of independence in their work.

Development and implementation of the incentive system becomes necessary because many employees have symptoms of professional "burnout": reduction of enthusiasm and loss of interest at work as well as the replacement of the professional interests by other interests unrelated to work. Note that also if in

the company warring factions arise between young and mature employees or women and men, the problem may also consist in an inefficient system of motivation.

At the present stage of development of the economic system, one of the most important areas is the revitalization of the human factor. People are the foundation of any organization and its wealth. People themselves have always been a valuable key resource and in the few past decades, especially in developed countries, there has been a clear tendency towards the increment of the value. The professionalism level of staff directly affects the competitive opportunities of a company and its strategic advantages. The enterprises are competitive and try to maximize the efficient use of the staff and to create the conditions for the most complete and rapid development of their potential. This is quite important for achieving the optimal interaction between workers and the organization, as well as the relationship with the work environment enables strategic management. When should the organization create a specialized department that will be in charge of the work with the staff? The answer is not simple. The thing is that in the early stages of the development of the company a manager can take over the work with personnel using the means at hand (to help attract consulting firms, labor exchanges, recruiting agencies, etc.). Some experts say that the first personnel manager (PM) must start acting when the number of employees in organizations reaches 100 - 150 people, in a specialized unit up to 200 - 500, depending on the scope of the enterprise. If the management of the company misses the right time for the creation of a special department for personnel management and continues to operate as they were, the organization starts to "crumble". It may happen because the structure of the enterprise is too variegated to form a single personnel policy that may apply to all workers. The main reason is that often the determining factor in employment is related or friendly relations with management, so in the company we can meet different people, who come with their objectives, claims and ambitions. In this situation a group of associates is converted into an amorphous group which cannot affect the company's performance.

When we talk about the implementation of innovations in the service of the staff, we are primarily talking about the process of change in the organization in general. This happens because personnel management is one of the main "building blocks" of the organization. It is important to be aware of the fact that it is necessary to check not only the work of each individual employee but the efficiency of the whole PM department. Personal results of employees are important and provide useful information that the heads of the department take into consideration while selecting strategies to achieve the main goals of the company.

Today the staff is regarded as the main resource of the organization. To a large extent it determines the success of all its activities and is one of the main resources of the organization, which is necessary to competently manage, create optimal conditions for its development, and invest in the provision of resources. In order to properly manage the activities of the employees of the company there is a system of personnel work - a set of principles and methods of personnel management in the organization. Which includes 6 subsystems:

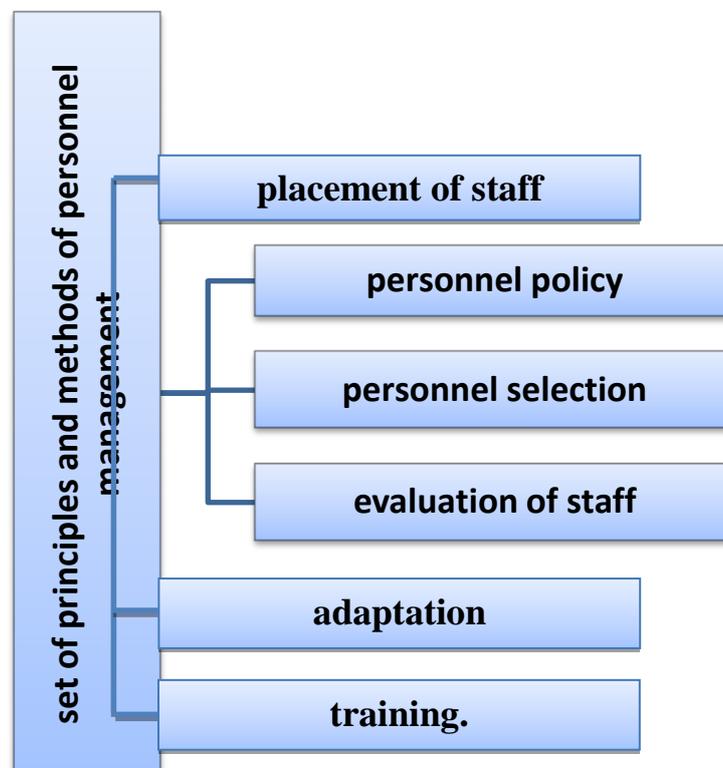


Fig. 1.2.7 Set of principles and methods of personnel management in the organization

Starting from Dwight D. Eisenhower's statement, "Motivation is the art of getting people to do what you want them to do because they want to do it", and analyzing it in depth, we reach the conclusion that motivation, the power to influence people and their actions is an art that advertises many qualities. Expanding on the above, we may say that not everyone can motivate, but anyone can be motivated in various forms and ways. Knowing the possibilities and forms of reasoning which fit each employee, according to their wishes and interests, we can stimulate the desire to want more, therefore, the drive function will take place in the best conditions for both employee and company. At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). Motivation is the set of states of the individual's needs that require to be satisfied and therefore pushes, incites and causes the individual to perform a series of actions in order to satisfy them. One can say that motivation represents the synergistic effect of an amount of stimuli on the behavior of employees in performing their job duties. Therefore, managers have the responsibility to agree upon and to correlate the economic performance of the organization with the capacity, opportunities and needs of the employees, which is reflected in the company's management culture. First of all, the motivational system is meant to meet all the employees' needs. As soon as their satisfaction is fulfilled, the employees will tend to outline an independent relationship between their involuntary wish of performing the professional activity and their mood. Considering this, the company will gain a major benefit from its employees' performances.

1.3 Motivation systems for effective employee management and its stimulating factors.

The motivation process is based on material, social, psychological, creative, and other factors of interest. Encouragement is just the level of work that one employee can do impact on all employees of an enterprise, not exposure. There are two factors that can be encouraged - reaching a high level of "talent" and self-discipline, "skills". Promote, talent and capacities are always interconnected. Because talented workers are encouraged. If one of them is insufficient out of these three factors, the job will be slower and vice versa. Effective use of each employee separately is his job the ability to do so.

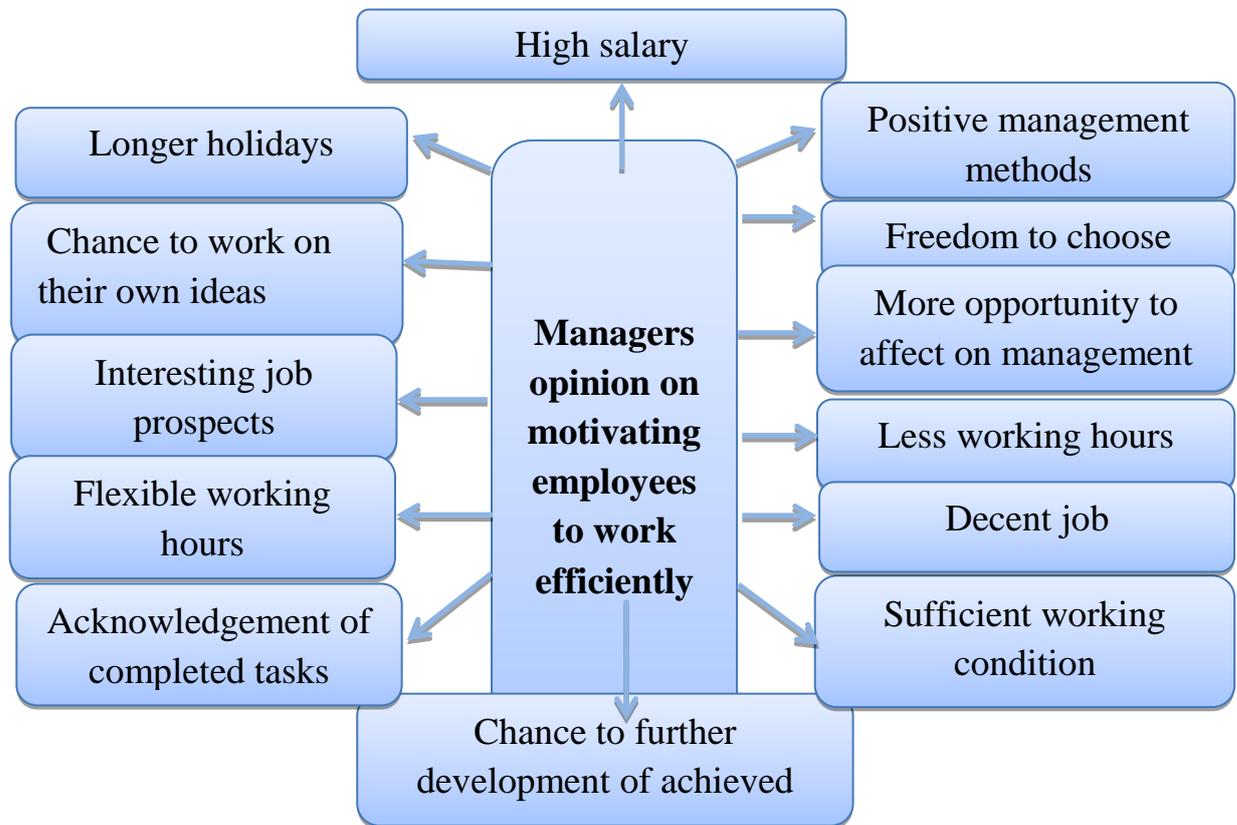


Fig. 1.3.1. The factors motivate employees to work efficiently

Motivation factors, which are called the social orientation of work motivation, are of great importance. Abdurakhmanov Q.X. and Sharifullina T .A. In the opinion that the employee is related to three main groups of labor motivation:

the motive of the supply, the motivation motif and the motto of influence. They are very impressive. In respect of the employee:

- the factor of respect - an expression of respect for himself;
- the factor of influence - the dignity of his team;

Decree of the President of the Republic of Uzbekistan “On measures to introduce modern methods of corporate management in joint-stock companies” emphasizes how managers should work in order to increase the employees performance and what measures should be taken to training and improving the professional level of management personnel in joint-stock companies:

- a thorough analysis of international experience and the introduction on this

basis of modern methods of corporate management, increasing the efficiency of using production, investment, material, technical, financial and labor resources;

- radical reorganization of the management structure of joint-stock companies,

meaning the liquidation of obsolete, outdated subdivisions and posts, the introduction of new ones that meet modern international standards and market economy requirements;

- ensuring control over the effective performance of management personnel;

- training and improving the professional level of management personnel

through cooperation with leading foreign educational institutions, as well as attracting highly qualified foreign managers to senior positions in joint-stock companies⁷.

Based on the Decree of the President of the Republic of Uzbekistan mentioned above managers take full responsibility to introduction of international

⁷ Decree of the President of the Republic of Uzbekistan “On measures to introduce modern methods of corporate management in joint-stock companies”. (Collected Legislation of the Republic of Uzbekistan, 2015, No. 17, Article 204).

experiences and methods of corporate management and the efficiency of production process. Therefore, approaching every task professionally is very important requirement of a manager.

Professionalism is extremely important for each employee. The main task of the manager is to maximize the use of the manpower of the subordinate and to direct it to achieve business goals. Motivation should be indivisible to every employee because he being a personality, has its own world view, ideas, capacities, needs, and needs. In this regard, it is recommended that you improve the employee motivation system.

Factors affecting work motivation	Traits of effecting factors
Planning the work process	<ul style="list-style-type: none"> ➤ skills to complete the task; ➤ importance of the job and responsibilities; ➤ freedom during the working process;
Financial motivating	<ul style="list-style-type: none"> ➤ difference of the salary between the company and a competitive one; ➤ decent salary ➤ connection of the salary and the task results;
Mental encouragement	<ul style="list-style-type: none"> ➤ ability to use effective encouragement methods of the head of the company; ➤ taking the financial and mental encouragement simultaneously;
Individual approach to an employee	<ul style="list-style-type: none"> ➤ giving tasks regarding to the ability and skills of an employee;
Setting the tasks	<ul style="list-style-type: none"> ➤ employees must be fulfilled within the prescribed time limited assignments;
Marking and controlling	<ul style="list-style-type: none"> ➤ controlling the results of the task, using various ways to admit the completed task;

Disciplinary action measures	➤ timely implementation of disciplinary action measures;
-------------------------------------	--

Fig. 1.3.2 Factors affecting work motivation⁸

The principal task of the Leader is to maximize the use of the power of the subordinated worker, to achieve the goal. Encouragement is the core, core of governance. Here are some of the main factors that encourage personal activity:

1. Rewarding. The amount of wage incentives for the employee and factors that determine the number of other living conditions (leisure, home, treatment, the possibility of placing a child in a garden, etc.). Most of these factors can be directly influenced by the manager. This means that it can regulate the motivation of its employees. The best way to get a financial incentive is to benefit the company's profits or the firm's property (sold to stockholders).

2. Condition. Employee motivation includes environment, amenities, noise level, availability of a restroom, kitchen, cleanliness and other similar factors.

3. Protection. A person may suddenly find himself in an awkward position. Disappearance, loss of respect, loss of affiliation with friends and more etc. The employee who faces one of these risks loses his / her satisfaction and, consequently, reduces productivity. Leader in such situations staffing and protection in all respects.

4. Personalize. Getting new know-how creates additional incentive for the creator, who is able to climb the service ladder as a result of experiencing experience. Any one doing the same task is boring and creating something new he knows that the affiliate activities, on the contrary, are interesting. Labor activity requiring a creative approach is attractive.

5. Responsibility and commitment. It is a part of the community that the product of its own fauna is useful and that it is responsible for it

⁸ Abduraxmonov K. X, Sharifullina T.A "Economics and sociology of labor", -M,: 2008.- page 219

knowing that a person is spiritually up building and the employee will receive some encouragement.

For staff to be responsible and engage in communication, guidance is given to their staff by they must inform them, make decisions together, and take on important responsibilities. This is a kind of self-governance. It is important to apply methods. Below are D. Yakivovik, Dj. Immirovich's opinions relating to this issue:

- Establish a reward directly with the type of activity that will lead to an increase in productivity and productivity.

- Please give your team a gratitude to staff who are above average.
- Get yourself involved in creating a principle that allows employees to take part in increasing their productivity. Do not apply ideas contradicting the interests of employees in order to improve the company's welfare (for example, it may be appropriate to introduce new technologies or reduce the number of employees to work in excess of the work safety it's not). Make sure you can cover all costs associated with this process before you seek to improve the quality standards.

In every company a manager should make sure that people's lower-level needs are met. People have various kinds of needs. Examples of lower-level needs of employees are salary, job security and working conditions. In any enterprise, it is important to create normal working condition. In order to increase employee motivation , managers have to meet these basic needs.

Employees receive financial payment from employers in the form of salary. This payment is expected as a result of the work individual was hired to complete. In addition to regular compensation, financial rewards are monetary incentives that an employee earns as a result of good performance. There are many types of financial rewards a company can offer its employees. Pay increase and bonuses are a great way to reward them.

Stimulation is a external support from the leadership, as a result of which the activity and quality of the employee's effort is increased. Stimulation can be

positive (various types of rewards) and negative (threats of applying different sanctions).

A careful and accurate study of the phenomenon of motivation can guide you to finding some truthful answers to questions such as:

Which is the cause of the existence of different attitudes relating to forms of motivation?

How can we stimulate employees to increase the company's profitability?

What is the importance of an incentives plan ?

What are the measurable results/effects of a well designed and implemented reasoning plan?

Who are the right people to motivate ?

Fig. 1.3.3. Questions to motivate accurately in enterprises.

What are the discouraging factors? Specialized research emphasizes that, in any activity, poor human motivation leads to the use of only 20-30 % of the capacity of the individual, while a strong motivation recovers 80-90% of their potential (D.Cirnu). We consider motivation as sine qua non factor in order to obtain long-term performance for the company. If the discouraging results are not that visible (they occur mainly in the form of informal discussions, remaining at

this stage, between employees), the results of motivation are tangible results for the company, human resources being the most influential for achieving progress.

Scientists emphasize three levels of work performance on which workers can operate, namely the minimum level, middle or expected level and the maximum level:

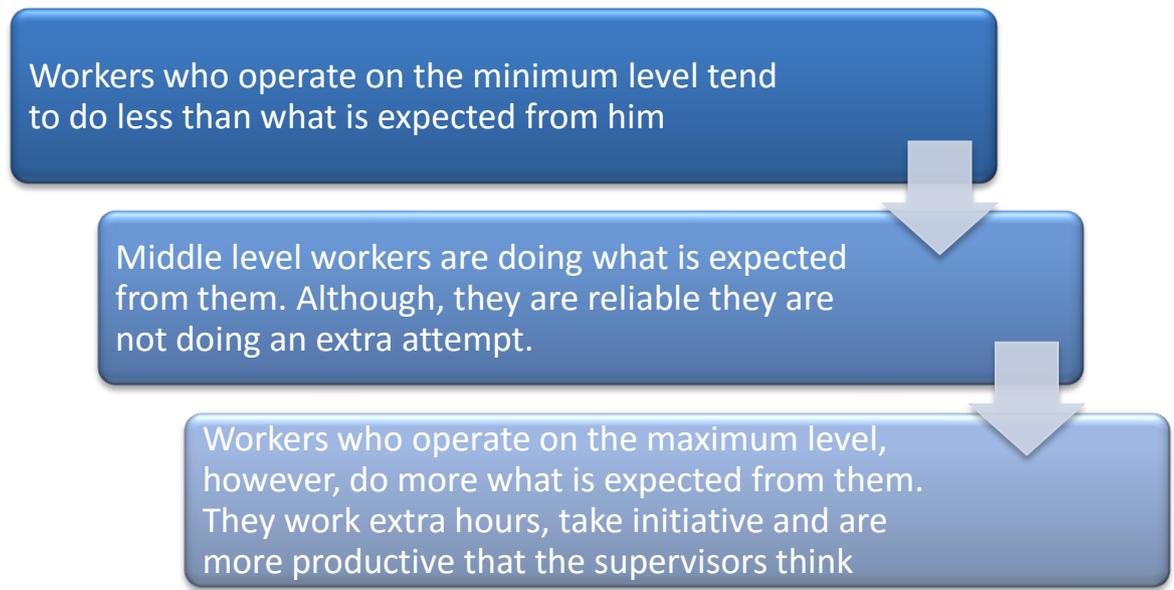


Fig. 1.3.4. Three levels of work performance⁹.

Without any doubt, every company, including JSC “Uzbekistan Railways” has these kind of employees who need to be pushed for doing better work and who do not. It is our job to maintain the efficiency of the employees and it depends on not only some financial types of motivation but diversity of internal and emotional motivations..

Internal motivation is the extent to which employees commit extra effort based on their own levels of personal drive. They usually pursue achievement and success for two reasons:

- Because they are passionate about the work
- They feel intense pride and satisfaction when they do their job well.

⁹ www.manager-tools.com

In this regard, managers need to stimulate the following internal motivations of employees:

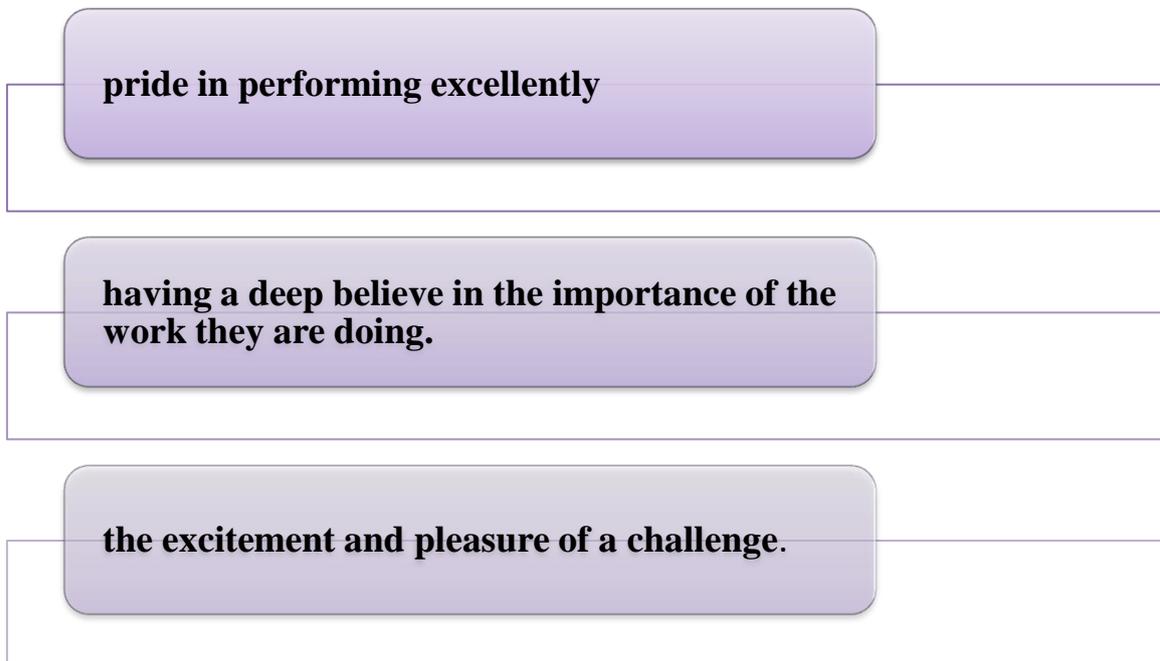


Fig. 1.3.4. internal motivations of employees

Fig. 1.3.4 shows that these three internal motivations can push the employee beyond their effort and capability. Even though internal motivation comes out of the person’s own character and understanding a company like JSC “Uzbekistan Railways” has still something to do with it. The majority of personnel in JSC “Uzbekistan Railways” are young people who dare to work hard if they are inspired and stimulated better. For them, pride and belief in the job play an important role. That’s why they commit extra effort based on their own levels of personal drive.

Conclusions on the first chapter

After studying and analyzing the theoretical bases of motivation systems in the Republic of Uzbekistan, especially in the railway transport industry, it has become obvious that there are still some issues should be solved. JSC “Uzbekistan Railways” has more than 75000 employees and each of them do some kind of

important job. Because of the vast number of personnel, occasionally, managers forget motivation and stimulation. And ultimately, it may lead to insufficient task complete and low amount of economic efficiency. Therefore, we consider that employee motivation is one of the important tasks of managers.

At the same time employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. In every company a manager should make sure that people's lower-level needs are met. In order to increase employee motivation , managers have to meet these basic needs.

The Republic of Uzbekistan in 2017-2021 on the five priorities of development Action Strategy is also a document for our future action in every field. As it says: implementation of an active investment policy aimed at modernization, implementation of production, transport and communications and social infrastructure projects, accelerated development of tourism industry, further development of transport infrastructure are our main tasks for the next 5 years¹⁰.

Encouragement is just the level of work that one employee can do impact on all employees of an enterprise, not exposure. There are two factors that can be encouraged - reaching a high level of "talent" and self-discipline. Because talented workers are encouraged. If one of them is insufficient out of these three factors , the job will be slower and vice versa.

¹⁰ The Republic of Uzbekistan in 2017-2021 on the five priorities of development Action Strategy

Chapter II Analysis of personnel motivation and stimulating system in Tashkent signaling and communication distance.

2.1. Organizational structure of Tashkent signaling and communication distance and its personnel management incentive status.

The Tashkent signaling and communication distance is a structural subdivision of the Tashkent regional railway junction of the joint stock company “Uzbekistan Railways” on the basis of the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 378 of 05.11.2002, the order of the Chairman of the Company No. 270-N of 07.11.2002, the order of acting. The distance in its activity is guided by laws, regulations of the Republic of Uzbekistan, the Charter of JSC “Uzbekistan Railways”, regulatory documents of JSC “Uzbekistan Railways”, as well as this Regulation. The Head of the Distant Office acts in accordance with the power of attorney issued by the head of the Tashkent regional railway hub of JSC “Uzbekistan Railways” in accordance with the legislation of the Republic of Uzbekistan specifying the specific authorities and validity period. The distance does not have an independent complete balance.

The distance has a current account in the institution of the bank, around seal, stamps and forms with its name in the state language and an indication of belonging - JSC “Uzbekistan Railways”. Full name of the distance: Tashkent signaling and communication distance of the Tashkent regional railway junction of the joint stock company “Uzbekistan Railways”. Abbreviated name of the distance: SCH-1 RRJ-Tashkent JSC "KTY" Location, postal address of the distance: 100094, Tashkent, Mirabad district, str. Eski Otchopar , 52.

The distance is a participant in a single transportation process and is responsible for the uninterrupted operation of automation and communication equipment ensuring the safety of train traffic within the service boundaries: Tashkent-Angren, Tashkent-Mehnat, Tashkent-Keles, Tashkent-Khodjikent.

Main tasks and functions are:

➤ keeping in the technically sound condition the means of railway automation and communication within the established distance limits, preventing

and eliminating violations of their normal operation in accordance with the normative legal acts of the Republic of Uzbekistan, normative documents of JSC “Uzbekistan Railways”;

- ensuring the safety and smooth operation of trains;
- implementation of measures to improve the reliability of automation and communication facilities, their efficiency and economy.

Distance in accordance with the tasks assigned to it performs the following functions:

1) carries out the technical operation of facilities, devices, installations, machinery, machinery, equipment, technical and transport vehicles on its balance sheet, in accordance with the regulatory documents of JSC “Uzbekistan Railways”;

2) organizes work on the technical maintenance, repair, modernization, reconstruction of automation and communication devices, prevention of accidents at a distance and emergency situations;

3) conducts work on strengthening and development of technical, repair and technological capacities of distance on the basis of introduction of achievements of scientific and technical progress, advanced technologies and advanced experience;

4) carry out organizational and technical measures to improve the safety of train traffic, the reliability of the operation of security and communication devices, bringing them to the requirements of regulatory legal acts of the Republic of Uzbekistan and regulatory documents of JSC “Uzbekistan Railways”;

5) carry out planned and financial and economic activities, maintain primary accounting of production costs, ensure the effective use and preservation of property and material values of distance;

6) conduct, in accordance with the established procedure, accounting and statistical reporting in accordance with established forms, ensuring their reliability;

7) implement measures to improve working conditions, prevent occupational injuries, comply with the requirements of regulatory documents on labor protection, safety, industrial sanitation, fire safety;

8) conduct activities to ensure the social protection of employees, to strengthen labor and technological discipline;

9) performs measures to improve the economy in the use of labor , material and energy resources, the wide involvement of secondary resources in economic circulation;

10) in the established order conducts work on training, retraining, skill upgrading of distance workers, their technical training on the basis of normative documents in JSC “Uzbekistan Railways”;

11) organizes work to increase profitability and optimize operating costs;

12) develops in the established manner annual, quarterly and long-term plans for all types of repair of automation and communication devices and other devices included in the maintenance of the distance; performs additional work on the basis of orders of the management of JSC “Uzbekistan Railways”;

13) ensure the fulfillment of the capital repair plan for fixed assets;

14) determines the needs and forms applications for the supply of certified equipment and materials for the needs of the distance;

15) develop and implement measures to develop and strengthen the material and technical basis of the distance;

16) ensure the manning and use of the emergency reserve and other stocks of the material resources of the Distant in accordance with the standards established by JSC “Uzbekistan Railways”;

17) organizes the introduction of progressive forms of organization and stimulation of labor;

18) organizes the study by the distance workers of the normative acts of the Republic of Uzbekistan and JSC “Uzbekistan Railways” in the amount necessary for the performance of their duties, conducts an examination of the knowledge of employees in the prescribed manner;

19) conducts clerical work and maintains documents in accordance with the procedure established in JSC “Uzbekistan Railways”;

20) observe the regime of secrecy, technical protection of information established in JSC “Uzbekistan Railways” in all types of work with information constituting state and commercial secrets;

21) prepare proposals and carry out measures for mobilization training and civil defense and other activities in the conditions of a special period and state of emergency;

22) interacts with other structural divisions of JSC “Uzbekistan Railways” on issues of technical operation of automation and communication facilities;

23) carry out measures for environmental protection, stipulated by the legislation of the Republic of Uzbekistan and normative documents of JSC “Uzbekistan Railways”;

24) organizes inventive and rationalizing work;

25) the implementation of ancillary support activities for the production of consumer goods and provision of paid services to the population, the performance of contractual work on the basis of distance licenses for activities with the compilation of calculations at current prices in accordance with the legislation of the Republic of Uzbekistan and the regulatory documents of JSC «Uzbekistan Railways” .

Property and financing. The property of the distance consists of fixed assets and working capital, intangible assets, as well as valuables, the value of which is taken into account on the balance sheet, which is an integral part of the balance of the Tashkent regional railway junction. The distance disposes of property on its balance sheet in accordance with the procedure established by JSC «Uzbekistan Railways”. Distance with the permission of the company's management has the right to lease to legal entities and individuals the buildings and structures transferred to it, electric machines and mechanisms, write off the balance and sell dismantled and unused equipment and materials.

Financing of the distance expenses is carried out by the Tashkent regional railway junction through the deposit account "On Demand". Expenditure plans for the cost elements for the distance are set quarterly by the Tashkent regional railway

junction. The control over the production and economic activities of the distance, the use of property on its balance sheet is carried out by the Tashkent regional railway junction and other structural divisions of JSC «Uzbekistan Railways» within their competence.

Rights and duties. The rights and duties of distance in relations with legal entities and individuals in all areas of activity are determined by contracts concluded by distance on behalf of JSC «Uzbekistan Railways» and regulated by the legislation of the Republic of Uzbekistan, regulatory documents of JSC «Uzbekistan Railways» and this Regulation.

Distance has the right:

1) in the manner prescribed by the regulatory documents of JSC «Uzbekistan Railways» plan its activities and determine the prospects for its development, based on the approved budgets, the need to ensure production development;

2) use the property on its balance sheet;

3) to perform lawful actions related to the performance of tasks and functions assigned to the distance;

4) to exercise, in the person of the head of the distance and persons authorized by him, the rights and obligations of the employer in labor relations with distance workers;

5) In accordance with the nomenclature of posts and within the calculated and planned number of employees establish an organizational structure, develop and approve staffing schedules of production personnel of the distance;

6) implement measures aimed at solving the social needs of distance workers, in accordance with the terms of the collective agreement;

7) to attract, in accordance with the established procedure, employees of other divisions of JSC «Uzbekistan Railways» for solving issues related to distance management;

8) in consultation with the management of JSC «Uzbekistan Railways» to hire specialists in the interests of the company and the distance for performing certain types of work that are not characteristic of the main activity of the distance. 9)

conclude contracts related to the functioning of production and raising incomes, providing paid services to individuals and legal entities, the production of consumer goods, for the realization and economic needs of the distance.

10) represent the interests of JSC «Uzbekistan Railways» on issues within the competence of the distance;

11) for the accomplishment of assigned tasks, the distance has other rights delegated to JSC «Uzbekistan Railways» and not contradicting the legislation of the Republic of Uzbekistan.

Distance due:

1) comply with the requirements of legislative and other normative acts of the Republic of Uzbekistan, regulatory documents of JSC «Uzbekistan Railways» and this Provisions;

2) ensure the safety of train traffic, maintain technical means of automation and communications, installations, machinery, equipment and vehicles in good order;

3) take immediate measures to eliminate the consequences of accidents and man-made disasters;

4) ensure the safety, maintenance and restoration of the property of the distance, use it exclusively for the purposes provided for in these Regulations; 5) to carry out the measures approved by the Company for the distance to improve the production and economic activities of the distance, including: to improve the use of basic production and working capital, to save operating costs, material resources and their most rational use, to involve secondary resources for re-use in economic circulation, the implementation of measures to increase labor productivity, reduce the cost of work, the normalization of labor costs and represent them in the compartment;

6) to ensure the improvement of labor and the prevention of occupational injuries, the implementation of rules and regulations of labor protection;

7) comply with financial discipline and settlement obligations, approved budgets;

8) analyze failures in the work of automation and communication facilities that are

in the course of the distance, and develop measures to improve the reliability of their operation;

- 9) ensure timely and full payment to employees of wages and other payments, in accordance with the legislation of the Republic of Uzbekistan and the Collective Agreement;
- 10) ensure the maintenance of technical, technological, emergency and restorative reserves of material resources in accordance with the established standards;
- 11) ensure the safety of documents (managerial, financial and economic, for personnel).

The distance also exercises other rights and performs other duties stipulated by the regulatory documents of JSC «Uzbekistan Railways».

Organization of work and management. Distance control is exercised by the head of the distance, appointed and dismissed by the head of the Tashkent regional railway hub on the recommendation of the head of the alarm and communication department of JSC «Uzbekistan Railways». The duties of the head of the race during his absence are performed by the chief engineer of the distance, appointed to and dismissed by the head of the Tashkent regional railway junction, upon the proposal of the head of the alarm and communication department of JSC «Uzbekistan Railways».

The head of the race has a deputy for the SCS and a deputy for communications, appointed and dismissed by the head of the Tashkent regional railway hub as agreed with the head of the alarm and communications department of JSC «Uzbekistan Railways». The head of the distance acts on the principle of one-man management. The rights, duties and responsibilities of the head of the distance on the activities of the distance, the terms of payment for his work and other obligations of the parties are determined by this Regulation, the employment contract and the power of attorney issued by the head of the Tashkent regional railway junction. The head of the race within the limits of powers granted to him by this Statute:

1) represents the interests of JSC «Uzbekistan Railways» on behalf of the company within the Republic of Uzbekistan;

2) is responsible for the performance of tasks and functions assigned to the distance;

3) concludes civil-law contracts and agreements in accordance with the power of attorney issued by the head of the Tashkent regional railway node;

4) supervise the observance of labor and performance discipline, exercise the rights and responsibilities of the employer in labor relations with employees of the distance: concludes and terminates employment contracts with employees, relocates, appoints and dismisses distance personnel;

5) approves regulations on departments, shops, distances production sites, job descriptions of distance workers;

6) issues orders, orders, mandatory for execution by all employees of the distance;

7) take decisions on all matters relating to the activities of the distance, referred to its competence by the legislation of the Republic of Uzbekistan, normative documents of JSC «Uzbekistan Railways», concluded with him an employment contract, power of attorney and these Regulations; 8) in accordance with the nomenclature of posts and within the calculated and planned number establishes the organizational structure, approves the staff schedules of its units;

9) Ensures compliance with the requirements of the company's accounting policy by distance.

The head of the distance is responsible for the terms of his duties to the management of JSC «Uzbekistan Railways» for the timely and high-quality performance of functions assigned to the distance to ensure the safety of train traffic, the safety of the entrusted distance of property, the use of financial resources, technological discipline. Workers of the distance are guided by their job descriptions in the exercise of their functions and bear responsibility in terms of their duties and requirements of the current regulatory legal acts of the Republic of

Uzbekistan, the Charter of JSC «Uzbekistan Railways», regulatory documents of JSC «Uzbekistan Railways», as well as this Regulation.

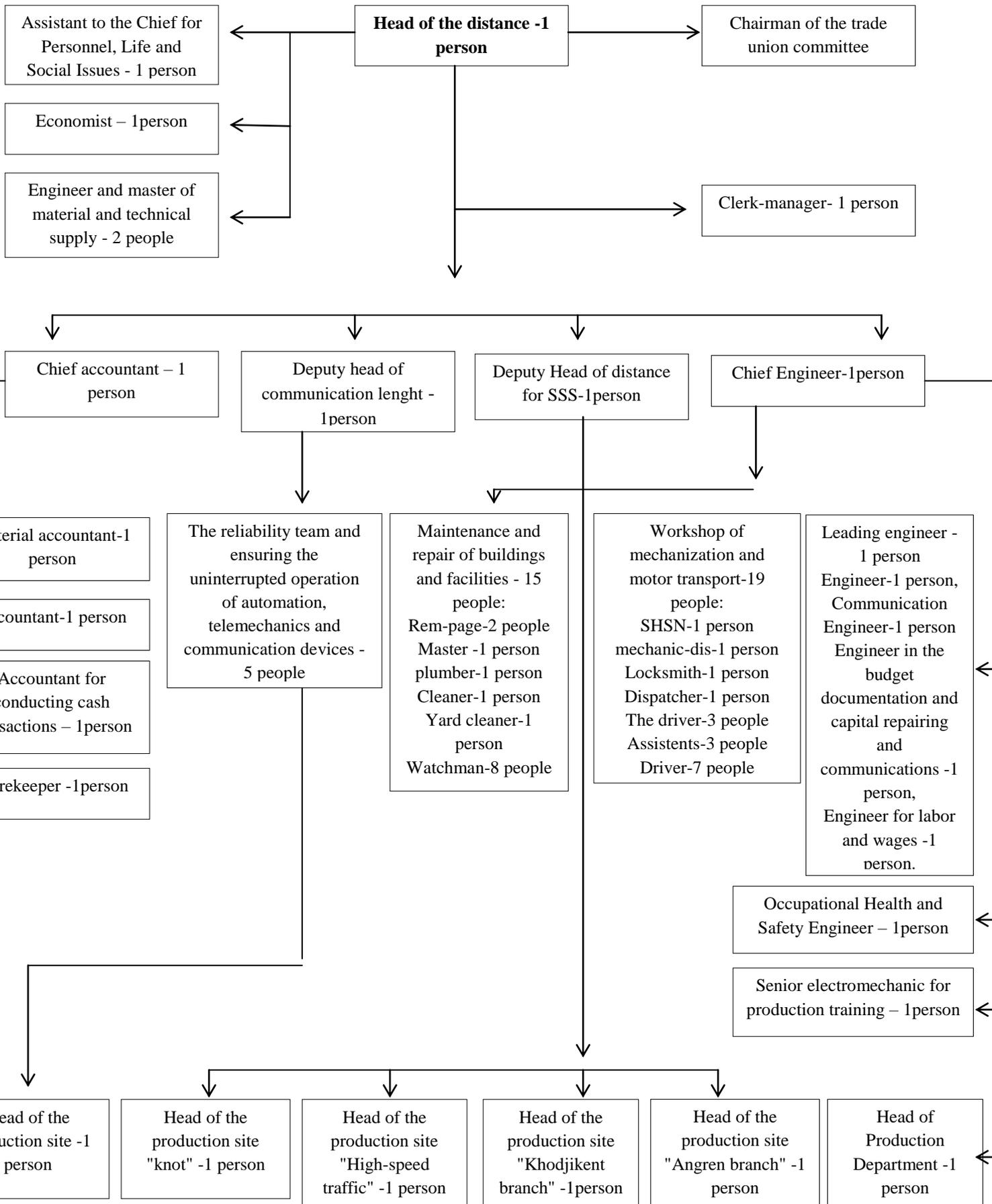
Personnel and labor relations. The hiring of the employee is carried out by the head of the distance in accordance with the current legislation of the Republic of Uzbekistan, the Charter of JSC «Uzbekistan Railways», regulatory documents of JSC «Uzbekistan Railways», as well as this Regulation. Quarterly the Tashkent regional railway junction establishes a limit fund for remuneration of employees of the distance, broken down by months. In accordance with the current legislation of the Republic of Uzbekistan, the Charter of JSC «Uzbekistan Railways», the regulatory documents of JSC «Uzbekistan Railways» in the distance established a tariff system with a time-premium form of payment. In accordance with the current legislation of the Republic of Uzbekistan, the Charter of JSC «Uzbekistan Railways», regulatory documents of JSC «Uzbekistan Railways», distance workers and supplements to official salaries (tariff rates) may be established. In order to materially and morally stimulate the employees of JSC «Uzbekistan Railways», the distance workers are provided with a monthly and quarterly bonus system, the terms and amounts of these premiums are adjusted taking into account the financial possibility of the company's management in accordance with the Regulations approved by the orders of the management of JSC «Uzbekistan Railways».

In the distance, a brigade method of organizing the work of workers of production personnel is applied with the distribution of the bonus fund for the performance of the established indicators of the brigade between the members of the brigade on the coefficient of labor participation. Employees of the distance are granted annual paid vacation in accordance with the legislation of the Republic of Uzbekistan and the Collective Agreement. Schedules for the granting of leave are approved by the head of the distance. All rights and privileges established for the employees of JSC «Uzbekistan Railways» are distributed to the workers of the distance. Workers of the distance are obliged to wear uniforms provided for in the Regulations on uniform for the personnel of the Company.

Accounting, reporting and control. The financial and economic activities of the distance are controlled by the Tashkent regional railway junction of JSC «Uzbekistan Railways». Persons having the right of first signature on documents are the head of the race, his deputy and chief engineer; the right of the second signature is the chief accountant of the distance. The distance carries out operational, statistical and accounting records of the results of its activities, with further reporting to the Tashkent regional railway junction.

Reorganization and liquidation of the signaling and communication distance is carried out by the Chairman of the Board of JSC «Uzbekistan Railways». The property of the signaling and communication distance remaining after its liquidation is placed at the disposal of the Tashkent regional railway junction.

Organizational and production structure of the Tashkent signaling and communication distance.



2.2. Analysis of social-economic development in Tashkent signaling and communication distance

Every company which is structural subdivision of JSC “Uzbekistan Railways” announces annual economic-social results of the year. And this is what shows how the company has accomplished the task. Our object - Tashkent signaling and communication distance is not exception as well. In this report, the main indicators of the production process are explained by. Here is the Explanatory note based on the results of production and economic activities Tashkent signaling and communication distance for 2015,2016 and 2017¹¹ years.

Table 2.2.1

The name of indicators	unit of measurement	2015	2016	2017
1. Scope of maintenance of devices	Technic units	565,94	547,25	553.35
2. Average number of employees	Person	357	348	342
3.Productivity of labor	Technical units / person	1.59	1,57	1,62
4. Provision of paid services to the population	Thousand sum	4844	9900	10000
5. Production of consumer goods	Thousand sum	2311	1060	901

¹¹ Official data of “Tashkent signaling and communication distance”.

Table 2.2.1 shows that the volume of work in 2015 of the Tashkent signaling and communications distance amounted to 565.94 technical units, which is 0.67 engineering units less than the 2014 report, i.e. the amount of work decreased by 0.01% to the previous year due to the dismantling of the signaling and communication equipment.

The scoring index of the content of the signaling and communication devices compared with the plan improved by 7.1 points, compared to the previous year, deteriorated by 1.7 points, the grade of the grade score was "excellent." Labor productivity in the Tashkent signaling and communication distance, compared to the plan, was fulfilled by 94.6%, to the last year's report 97.5%. Paid services to the population for 2015 were rendered in the amount of 4844 thousand soums (rent area). Consumer goods - made for the amount of 2311 thousand soums (So-metal for the panel display 1pcs, Metal shelving 4pcs, Metal grill 3pcs, Metal door 3pcs, Metal box stand 1pc). To increase the volume of production of consumer goods, it is necessary to purchase materials (lumber, metal, wire in the range).

Analysis Labor indicators for the Tashkent distance of signaling and communication distance for 2015. In total, according to the distance as of 01.01.2016, the number of employees was 372 people. For 2015, the average number of people with a plan of 336 people was 357 people or more than the established plan for 21 people. The re-maintenance of the staff is explained by the admission to the distance of young specialists in the distance between 2014 and 2015. In total for 2014-2015 in the directions in the distance 147 young specialists were accepted, including: 76 people who graduated from TashREI - 71 people, who graduated from the LCTT. For 2015, 69 young specialists were taken to the distance in the directions, including: 39 people who graduated from TashREI, and 28 people who graduated from the LCTT. The number for calculating the average monthly salary does not include:

- women who are on maternity leave, to care for a child up to 2 years - 23 people;

- employees who were on leave without pay (451/5402 person-days). The remuneration fund for 2015 for all sources amounted to 4543832 thousand UZS, which is 6.3% or 268.126 thousand UZS higher than salary expenses for the same period last year. The average monthly salary per employee for the distance for 2015 compared to the same period last year increased by 3.6% and amounted to 1060652 soums per person, with a plan of 1128555 soums, including the leading professions: mechanics - 1163304 soums, electricians- 882998soums. The increase in expenses for the last year was due to an increase in wages to employees under orders: No. 418 of 11.12.2014 in 1.1p from 1.01.2015 .: No. 393 of 29.09.2015 in 1.1p from 1.09.2015.

The growth of the average monthly wage is also associated with an increase in the tariff qualification categories of employees and the transition to higher training groups. In 2015, 46 workers were transferred to higher labor remuneration groups. (Provision on the conditions of remuneration of labor of the staff of the SARC p.31). Tariff qualification rank, based on the conclusion of the certification committee and the passing of the qualification examination, increased 22 employees.

The amount of work in 2016 for the Tashkent signaling and communications distance amounted to 547.25 engineering units, which is 18.69 technical units less than the 2015 report, i.e. The volume of work decreased by 3.3% to the previous year due to the dismantling of signaling and communication de vices. The scoring index of the content of the signaling and communication de vices compared with the plan improved by 2.53 points, compared to the last year deteriorated by 4.57 points, the quality of the scoring was " excellent".

Labor productivity in the Tashkent signaling and communication distance, in comparison with the plan, was 96.3%, to 98.7% in the previous year's report. The deterioration in the performance is due to the decrease in the volume of technical units in 2016 and the staff's content of more than 12 people. Paid services to the population for 2016 were provided for the amount of VAT with 9.9 million soums (rent area).

Analysis of the contingent by 2016 distance. In total, according to the distance on 01.01.2017, the number of employees was 391 people. In 2016, the average number of people with a plan of 336 people was 348 people or more than the plan for 12 people. The re-maintenance of the staff is explained by the admission to the distance of young specialists in the range of 2015-2016. In total for 2015-2016, 87 young specialists were taken to the distance in the distance, including: 34 people who graduated from Tashkent Institute of Railway Engineering - 53 people, who completed the LCTT - 34 people.

The number for calculating the average monthly salary does not include:

- women who are on maternity leave, to care for a child up to 2 years - 23 people;
- employees who were on leave without pay (488 people / 4974 person days).

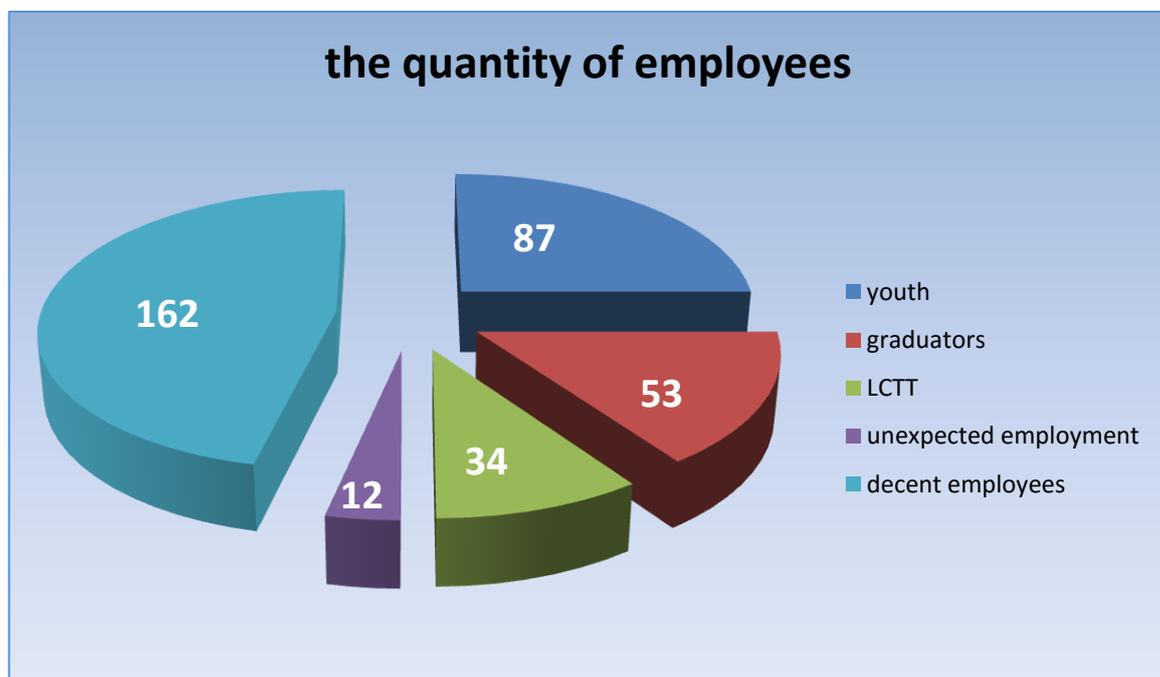


Fig. 2.2.2. The quantity of employees by the status in 2016.

The table 2.2.4 shows that the volume of work for 2017 for the Tashkent signaling and communication distance was 553.35 engineering units, which is 6.1 technical units more than the 2016 report, i.e. the amount of work increased by 1.1% compared to the previous year due to the installation of signaling devices and communications for the operation of the Orzu-Kul section.

Average number of employees for 2017 compared with the plan for more than 6 people, compared with 2016 for less than 6 people. The increase in the

average number of people at a distance from the plan is associated with the re-holding of the list of staff of the distance workers due to the admission of young specialists in the course of 2015- 2016 in the directions to the distance. In total, for 2015-2016, 87 young specialists were taken to the distance in the distance, including: 34 people who graduated from TashREI - 53 people, who completed the L CTT - 34 people. In the third quarter of 2017, 26 young specialists were admitted. In the 4th quarter – 1 person.

Labor productivity in the Tashkent signaling and communication distance in comparison with the plan, the implementation of 98.2%, to the report of last year by 103.2%. Deterioration of the labor productivity index in relation to the established plan is associated with a re-maintenance of the average number of workers in the distance for 2017 more than the plan for 6 people.

Score indicator of the content of the devices of the signal system and communication to the plan implementation of 108.7%, relative to last year deterioration of 1.73 points, is associated with an increase in penalty points for 2017 year at 102.15.

Electric services to the population for 2017 provided for the amount of VAT 10,000 thousand soums (other services to the population).

6. Consumer goods - made for the amount of 901 thousand soums (metal grilles-2pcs, metal fence-3pcs, metal stairs-1pc). To increase the volume of production of consumer goods in 2018, it is necessary to purchase materials (lumber, metal, wire in the range).

Analysis of the contingent by 2017 distance. In total, according to the distance, the list size of employees as of 01.01.2017 is 391 people, as of 01.01.2018 349 people (332 people without being on maternity leave). The plan of the average number of staff is 336 people. The average number for 2017 was 342 people or more than the established plan for 6 people. The increase in the average number of people at a distance relative to the plan is associated with the re-holding of the list of staff of the leading workers of the distance due to the admission of young specialists during the period 2015-2017 in the directions to the distance.

The wage fund for the year 2017 for all sources was 5774311 thousand UZS, which is 14.5% or more than the salary expenses for the same period last year. The increase in expenses for the last year was due to an increase in wages to employees under orders N1966-NZ from 01.11.2017g to 1.1p. and №111-H from 20.11.2017Г in 1.07p. In addition, 44 people were transferred to the higher-level group under the terms of remuneration for the 3rd quarter of 2017, with an increase in tariff rates by 3705 tons. in a month, for 1 half-year - 7 people, with increase in the tariff rate for 548 tons. in a month, for 4 kv-11 people with growth labor payment found on 1005thousand monthly.

The average monthly salary per employee for the distance for 2017 compared to the same period last year increased by 16.5% and amounted to an average of one employee distance 1406996 soums, including the leading professions: electromechanics - 1494273 soums, electricians - 1030787 soums .

The increase in the average monthly salary relative to the previous year is also associated with an increase in wages to employees under order No. 1966-NZ of 01.11.2017 in 1.1r from 01.10.2017g and No. 111-N of 20.11.2017. The decrease in the average monthly salary relative to the established plan is related to:

1. With an increase in the average number of people in relation to the plan for 6 people.

2. A decrease in the estimated size of the monthly and quarterly premiums to the distance workers in connection with the non-fulfillment of the cargo turnover plan in 2017 for the RRJ-Tashkent and the increase in the number of penalty points and the reduction in the scores of the content of the signaling and communication de vices.

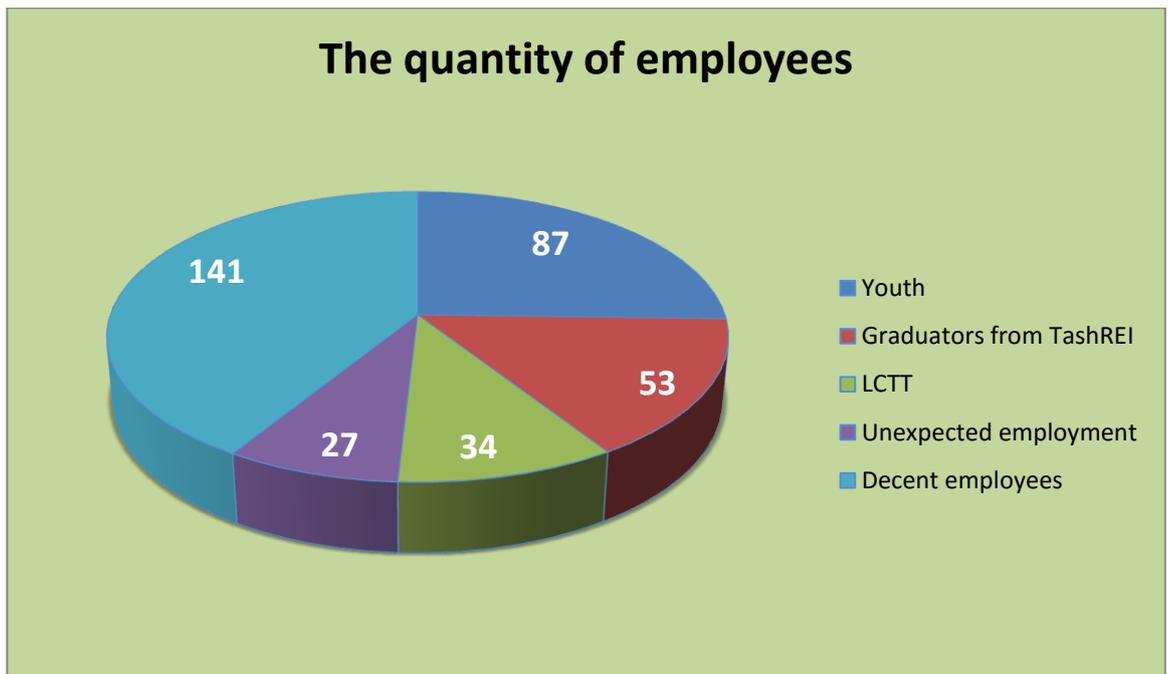


Fig. 2.2.3. The quantity of employees by the status in 2017.

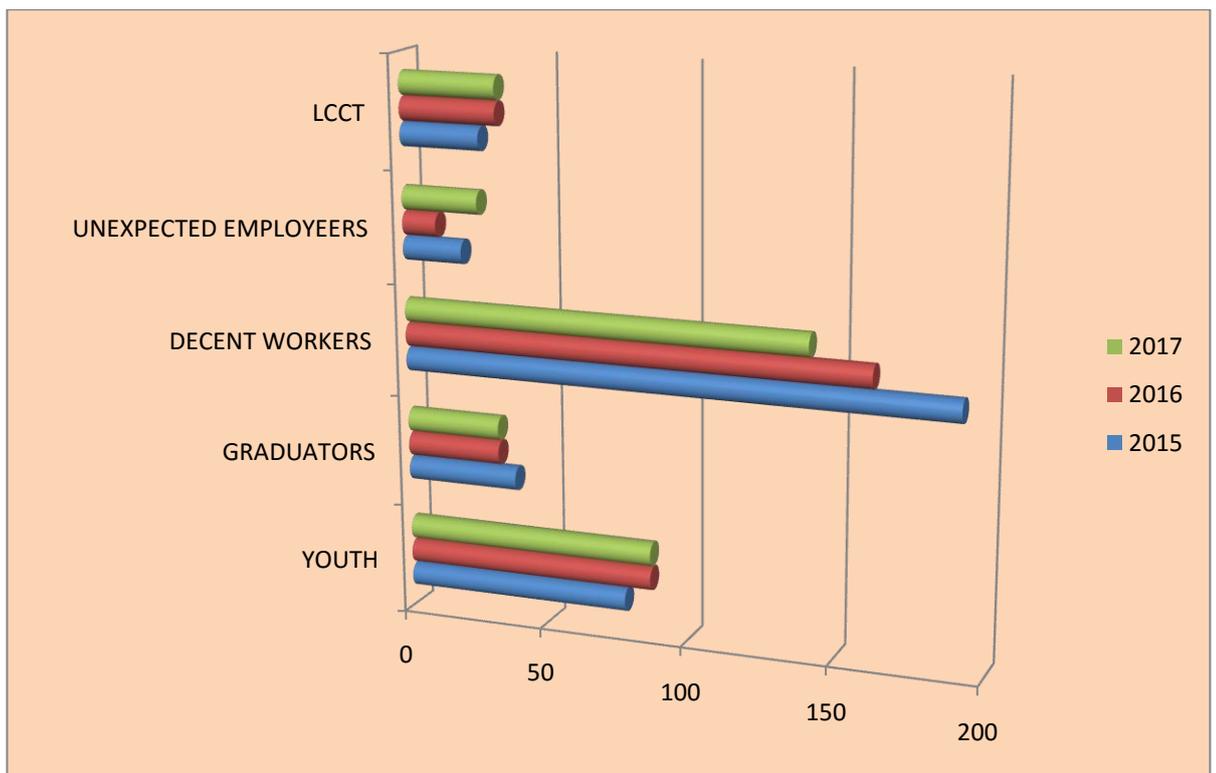


Fig. 2.2.4. The quantity employees by their status between 2015-2017

2.3. Analysis of payment including and non-including Labor Payment Found in the Tashkent signaling and communication distance.

Tashkent signaling and communication distance has been encouraging employees both financially and morally. These all encouragements are based on Labor Codex of the Republic of Uzbekistan and Contract of employment of JSC “Uzbekistan Railways”. The documents show clearly how to pay for an employee’s work and regulations of bonuses, prizes and compensations. Here are a two year (2016 and 2017) analysis of money spent on personnel including and non-including Labor Payment Found.

Table 2.3.1

Money spent on personnel including and non-including Labor Payment Found.

Types of premiums and bonuses	Currency	December 2016	December 2017
Monthly bonuses	Thousand soums	18597	28346
Additional payment for working on holidays	Thousand soums	3487	5278
Additional payment for duty	Thousand soums	7799	8643
Premium for the qualification class	Thousand soums	76	102
Premium for privacy	Thousand soums	1010	1012
Payment for the studying period	Thousand soums	832	127
Payment for the performance of the state obligations	Thousand soums	0	0
Compensation for unused vacation	Thousand soums	882	3894

Payment of military charges	Thousand soums	0	49
Premium for an honorable railway-man	Thousand soums	75	86
Premium to the state holidays	Thousand soums	0	0
Premium to the disposal of waste paper	Thousand soums	0	0
Premium to the commemorative dates	Thousand soums	749	861
The quarterly prize	Thousand soums	13879	7290
Ad-hoc incentives	Thousand soums	0	0
Material encouragement for restoring health	Thousand soums	7528	12531
Premium for the promotion	Thousand soums	0	253
Bonus for the completed task above the norm	Thousand soums	1498	0
Postponed payment	Thousand soums	309196	338163
Other payments	Thousand soums	118976	174988
TOTAL	Thousand soums	481688	605595
Other payments not including in personnel payment found			
Payment for childcare till 2 years	Thousand	4159	5332

	soums		
Premium for retired honorable personnel	Thousand soums	300	344
Payment for hospital lists	Thousand soums	4964	4238
Injury	Thousand soums	1017	1169
Payment for pregnancy and aged personnel	Thousand soums	0	0
Premium for the newborns (suyunchi)	Thousand soums	300	344
Pension	Thousand soums	1349	2680
other payments	Thousand soums	3527	4566
TOTAL		15616	18673

Tashkent signaling and communication distance provide their employees with different types of premiums, bonuses and additional payments annually. The table above highlights the Tashkent signaling and communication distance's 2016 and 2017 year financial encouragements. Overall, in December 2017 distance has paid a noticeable more amount of money for the employees than December 2016. Starting with monthly bonuses, 18,597,000 soums for December 2016 and the number increased to 28,346,000 soums in December 2017. Payment for the studying periods of employees was decreased from 832,000 soums in 2016 to 127,000 soums in 2017. Another impressive change in expenditure of the distance was compensation for unused vocation, which was 882,000 soums in 2016 and went up remarkably in 2017 to 3,894,000 soums. As a annual tradition the Tashkent signaling and communication distance announce a “honorable railway-

man” nomination and every year some amount money is spent to financial encouragements of the personnel. In 2016 the amount was 75,000 soums and 2017 86,000 soums. Moreover, for material encouragement for restoring health of employees is another way of financial encouragement that let the staff know about caring of the distance. It was 7,528,000 soums in 2016 and 12,531,000 soums with a significant growth in 2017. To sum up, all the amount of money spent in Labor Payment Found in 2016 was 481,688,000 soums except non Labor Payment Found includind money- 15,616,000 soums. One year later in the same month the numbers changed noticeably to 605,595,000 and 18,673,000 soums respectively.

Conclusion on the second chapter

When studying and analyzing the main indicators of the Tashkent Signaling and Communication Distance it has become obvious the implementation of motivation methods on personnel significantly influence the development of production, including the development of related industries.

Accordingly, analyzing the data on financial indicators for the period 2015-2017

on the Tashkent Signaling and Communication Distance it can be concluded that all payments and bonuses during the reporting period influenced the growth of all quantitative and qualitative indicators of the company positively. In the way of illustrating, technical units / person was 1.59 point for per employee. Having increased remarkably, the amount was 1.62 in 2017. Moreover, the earnings of the employees have also showed growth in the period. The average monthly salary per employee for the distance for 2017 compared to the same period last year increased by 16.5% and amounted to an average of one employee distance 1406996 soums,

Thus, it can be concluded that Tashkent Signaling and Communication Distance has a good chance to the development of the railway industry as all measurement show accrue in the last three years. On the other hand, diversity of financial motivations and encouragement can be noticeable reason for the positive performance of employees. These all encouragements are based on Labor Codex of

the Republic of Uzbekistan and Contract of employment of JSC “Uzbekistan Temir Yullari” and have been in progress since the existence of the distance.

In our analysis the distance would have better productivity as long as some new motivating methods are implemented.

Chapter 3. Prospects of improving for staff management in conditions of economic modernization.

3.1. International experiences on personnel motivation and stimulations

The development of labor force in Uzbekistan with the experience of foreign countries is one of the priorities of the state economic policy. When it comes to JSC “Uzbekistan Railways” and its structural subdivision- Tashkent signaling and communication distance, foreign experiences on this issue can be very helpful. But first of all, we need to choose the right model. Because every country’s railway industry differs from one another. At this point, resembles of two railways make it possible to succeed the same motivational methods for both.

Economist scientists distinguish three models in organizing labor motivation system in the countries of ignorance:

1. European model. It is also described as a model of social state and involves government participation in the organization of labor motivation system is kept. This model belongs to countries such as Sweden, Denmark, Germany , Norway, France and Finland.

2. The participation of the state in organizing the labor motivation system in the American model is relatively rare. This system is more common in the United States, Great Britain, Australia and New Zealand.

3. Asian model. More and more Japanese, South Korean-based employee motivation system, respect each other respect for the elderly, mutual trust. Japanese management leaders K.Matsusita and A.Morita's strategy and organizational structure says that they should be based on human desires and talents. A. Morita states, "No theory, practice, or government policy can sustain the success of the enterprise. Only people can provide it."

Japanese model has shown tremendous impact on development of personnel performance in every field of economy, including railway industry. As we now, Japan is well-know with its fast railways which can move above 400 kmph. And now this country can be a good model for developed countries like Uzbekistan, as our railway industry is experiencing some remarkable changes over the years.

Most people have a misconception that money is the #1 motivator for everyone. Japanese scientists in their research on team engagement, described remuneration as simply a “hygiene factor” – nothing exceptional, nothing extraordinary, rather expected. Also they explain that there are general types of needs that motivate people to act: physiological, safety, love, and esteem. As one desire is satisfied, another pops up to take its place. Money and job security fall into the first two categories in Japan and are easily satisfied. However, the more important needs that all Japanese people crave are love and esteem, and those are achieved by feeling recognized and appreciated. According to Japanese model of motivation, a manager must first follow certain basic guidelines:

1. Design rewards based on the individual's personal preferences. In Japan, publically recognizing someone might be a concern for that person. They might prefer a private tete-a-tete, where you tell them how great they are. This is often because they don't feel comfortable to stand out from the crowd and possibly draw jealous, negative reactions from their colleagues. We need to know what people appreciate, to be effective with rewards.

2. Reward for achievement - Rewards should be based on what was actually done.

Telling someone they did a “good job” is a totally meaningless comment. Precisely what was done well? We need to tell them exactly what was good work, so that they can keep repeating that and also so that we have credibility with them. Because we are being specific, we can build trust - they know we have been paying attention, observing and appreciating what they have been doing and it what we are saying is not just flippant or false praise.

3. Time your rewards. Rewards and recognition should be given as soon as possible after the desired behavior. “Strike while the iron is hot” is an old idea and it applies just as well to praise. Don't make it hard for people to work out the connection between what they did and your notification. Reward and recognition that come too long after the achievement, do little to motivate the employee. Leaders who store up all the praise until project completion miss a great

opportunity. When we ask people to step out of their comfort zone to do something new, they naturally lack confidence. We need to be boosting their confidence at each stage to embolden them to push faster and harder. Also, saving up praise like handing over a holiday present once a year is way too late in the piece. Praise early, praise often.

4. Involve employees in decisions that directly affect them. People have a need to belong. Make them feel like they are an important part of your business. We all support a world we create. So get them to have a sense of ownership, a sense of buy-in, by involving them in the process. Communicating clearly about direction is important, but it is even better to use the “distributed intelligence” of the whole team to solve problems and produce innovation.

5. Have regular meetings to let employees know what is going on in the company . It's important that everyone feels they belong. Middle management are often like the concrete floors in a high rise building – information gets to them but it does not pass any further. Either through wishing to keep information as a status protector or by negligence, often middle management fails to communicate what is happening. Usually, the “why” of decisions goes missing. The senior leadership group merrily carry on running the company imagining the entire organization is united behind the message. In fact they have not heard it or don't understand it.

6. Listen to an employee who has an idea for improving an aspect in your business and then give them full credit for it. Hogging the limelight and monopolizing the praise is a penchant for far too many managers. Learn to “share the glory”. Send a note to your boss (and copy the staff member) as you heap praise on them for the fine role they played in the project or for the good effort they made in getting the deal done. You will win enormous respect and loyalty. Don't forget you cannot move up. Unless there are people who can step into your role and do a competent job. Every organization is looking for future leaders and the “builder of future leaders” is a treasure for any company – by the way, that should be you.

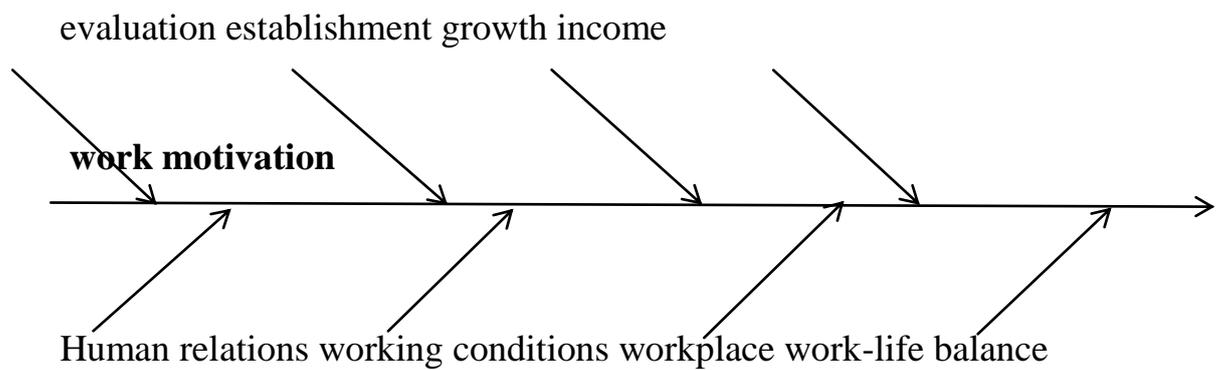


Figure 3.1.1 Factors forming work motivation in Japan.

When it comes to China, there are huge advantages for motivation in railway companies. Overall, Chinese railways has 121,000 km of railways, the second longest network in the world, including 19,000 km of high-speed rail, the longest network in the world. The railways employed 2,184,000 workers in 2017, an increase of 139,000 from the year before. Comparing with JSC “Uzbekistan Railways” it has significantly more employees. And the way of financing them is slightly different.

Governmental support for enterprises in China is a special fund for the introduction of the latest technology in them in the study. Grants to enterprises are provided through this fund. This type of enterprise has been developed during the establishment. If they are able to further expand their production, they will cost \$ 2 million up to \$ 1 million in technology modernization. 2 million up to 15 million yuan. World Bank data also demonstrate the crucial role of the employee's motivation factor in increasing productivity. According to this data, 76.0% of the US national income is directly related to the "human potential" - its knowledge, qualification, experience, initiative, commitment to the enterprise. Productivity of enterprises in Western European countries 74.0% of respondents said that they are "human potential". The following major forms of financial incentives used in companies and firms in the developed economies are described in the market economy:

Awards (bonuses), wages, benefits, supplementary payments, late payments, shareholding, business transportation, travel expenses, scholarships, education,

assistance, food supplements, discounts for buying firm products, consulting services, holidays with community, club membership (sport, access to credit, life insurance, employee competitions, membership in trade unions, medical examinations, life insurance of dependents, accident insurance, medical care, accident insurance, family life insurance, savings, pensions, holidays, days off, savings funds and so on. Of course, it is impossible to achieve the desired outcome by moving the labor-intensive experience used in the companies and firms in the developed countries to the production of the country, which differs from the production level, the technology level is different from that in Uzbekistan. However, there are some common rules that are based on the best practices of world companies, based on the analysis, generalization, analysis, and it is very difficult to ensure that the enterprise can be used without its creative use and successfully operate in the conditions of sharp competition in the market. It is the job motivation that ensures the success of the enterprise one of the most important factors.

When comparing with motivation studies in Western countries, some significant differences have been found in China's motivation studies. These studies included research review existing motivation theories from China's perspective or comparing Chinese employees' motivation to other regions. Most of these research findings indicated that political, economic and cultural factors have to be considered. For motivating employees' creativity, most of the studies focused on the influence of one or two factors. These factors included work support, leadership, task diversity, learning goal orientation and environment¹². However, very few empirical studies have been conducted within China's railway industry. Most of them are literature reviews and phenomenon analysis. These studies suggested that although political, economic and cultural environment are influencing Chinese employees' motivation, the influencing factors may still vary under the tremendous economic development in China.

¹² Yuet Chan "The perceived motivation in Chinese industry", 2017, page 5

People's work value might shift according to the environmental changes. It is well-known that employee plays an important role in a company's development, and how to motivate the employees becomes a popular issue among those Chinese companies. Reasonable motivation policies will motivate employee to work harder. There are six motivation methods that are currently used by managers in Chinese railway industry:

Offering personal growth opportunities to the employees, which included peer learning, experience sharing and helping employees to set up and reach their personal goals.

The second method is building up employees' confidence by recognizing and appropriating their work, for instance, public praise.

A happy working atmosphere.

Continuation of fig 3.1.2

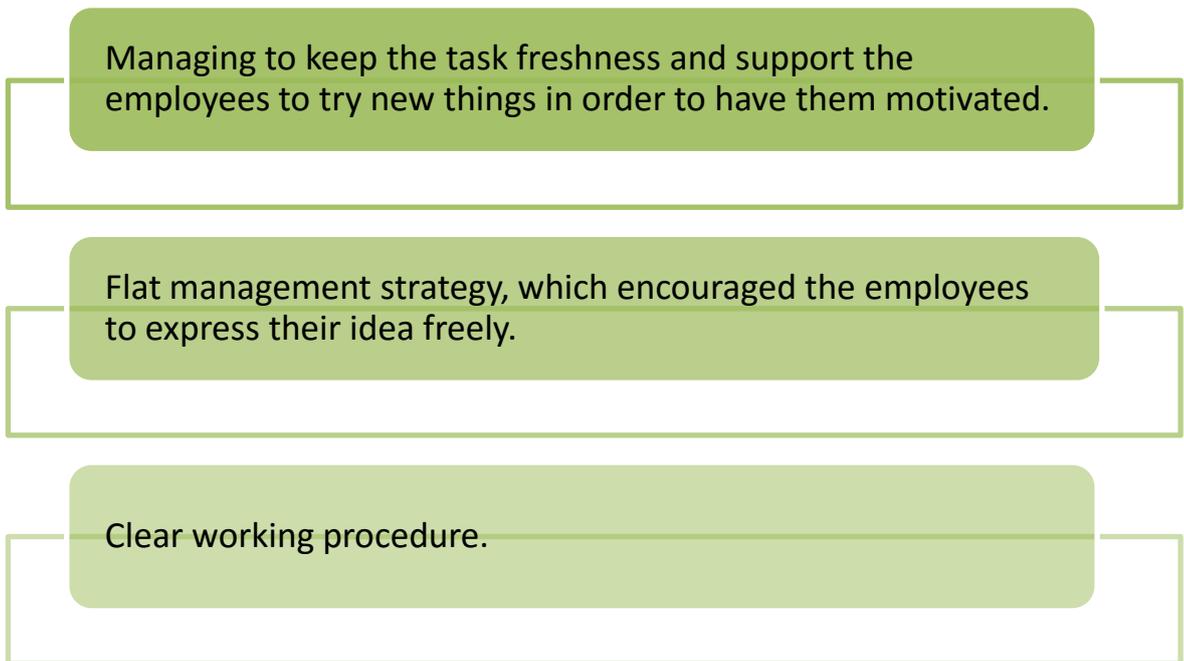


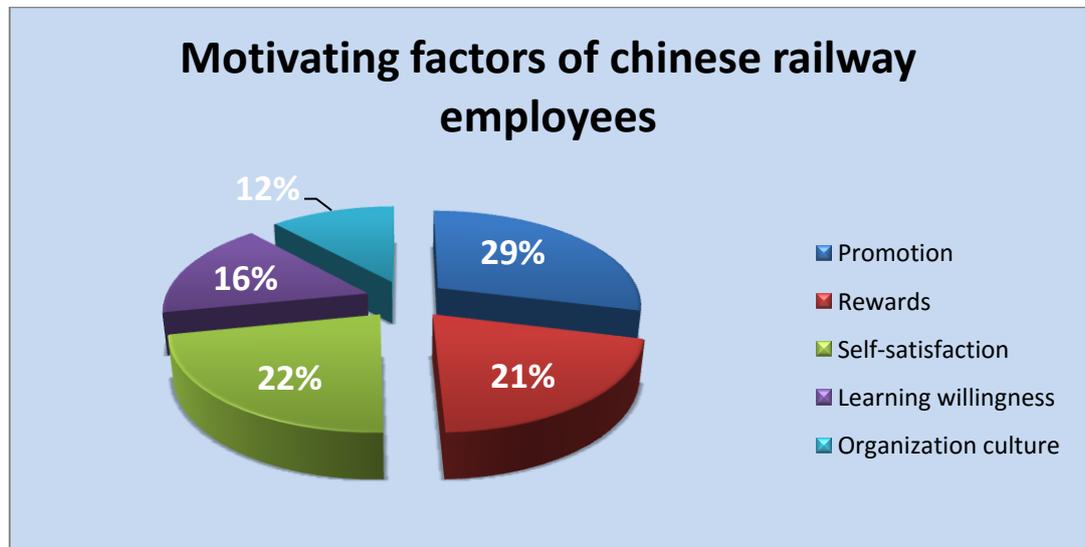
Fig. 3.1.2. Motivation methods used by managers in Chinese railway industry¹³.

Harvard University research psychologist William James approves that “if the individual ability to motivate object fully mobilize their personal ability to play 80% to 90%, on the contrary, can only play 20% to 30% of individual ability.”¹⁴ therefore, an effective incentive system should be exist in each company to better motivate their employees. As to 21st century, talent becomes the key element of the enterprise resources; competition among companies tends to become the competition of talent. What entrepreneur should pay attention to is to motivate their employees in an efficient way to better attract and maintain the excellent talent that is beneficial for their business. Chinese managers believe that once employees are effectively motivated, they will bring a series of positive phenomena, for example, the productivity will increase, the turnover become lower and lower, furthermore, the overall performance will be improved as well.

¹³ Official data of Chinese railway, 2015

¹⁴ America’s Job Exchange 2016

Further research on this issue conducted in China with 200 employees of Chinese railway industry has shown that the greatest percentage of the employees indicate that promotion is the best type of motivation for them. Here is the diagram¹⁵ describing the results of the research.



name

Promotion and self-satisfaction are two major factors for this research, since these can directly benefit to their job. Employees in China are found to be more concerned with the physical and emotional. They pay attention on resources, and promotion as the key concerns associated with earning and living standards.

¹⁵ K. B. Chuah Organizational learning, motivation. 2013, page 3

3.2. New financial and non-financial methods of motivating in railway companies.

We should not underestimate the importance of rail transport for our country. On the vast expanses of Uzbekistan, railways play the role of a link between a huge number of economic entities, ensure reliable and timely supply of resources and stable operation of enterprises dependent on imported material, moreover, trains and electric trains are the most accessible transport for thousands passengers. Today, according to the indicators, JSC “Uzbekistan Railways” is an enterprise that has over 75,000 employees¹⁶. It is not easy to keep such a huge staff of employees, since it is made up of people of different wealth and social status, as a result it is difficult to work out a unified system of motivation. And a great deal of investments have spent for the railway industry. As the President of Uzbekistan Shavkat Mirziyoyev stated: “For over the years of independence, more than \$ 7.5 billion of capital investments, including \$ 2.4 billion worth of foreign investment, were directed to the development of railroad communications and infrastructure. Using this opportunity, the road, power supply, telecommunications, locomotives, wagons and containers, passengers, as well as network designers, builders and industrial enterprises will benefit from the development of the country's rail system, I would like to note with gratitude that this is a great contribution”.

At present, JSC “Uzbekistan Railways” stimulate the work of personnel in several main areas. Implemented programs dozens. Each of them is adapted to a specific department, branch and region. The system of motivation in the company not only corresponds to the classical theories and practices of leading companies, but also takes into account many characteristic features of railway transport. Such as:

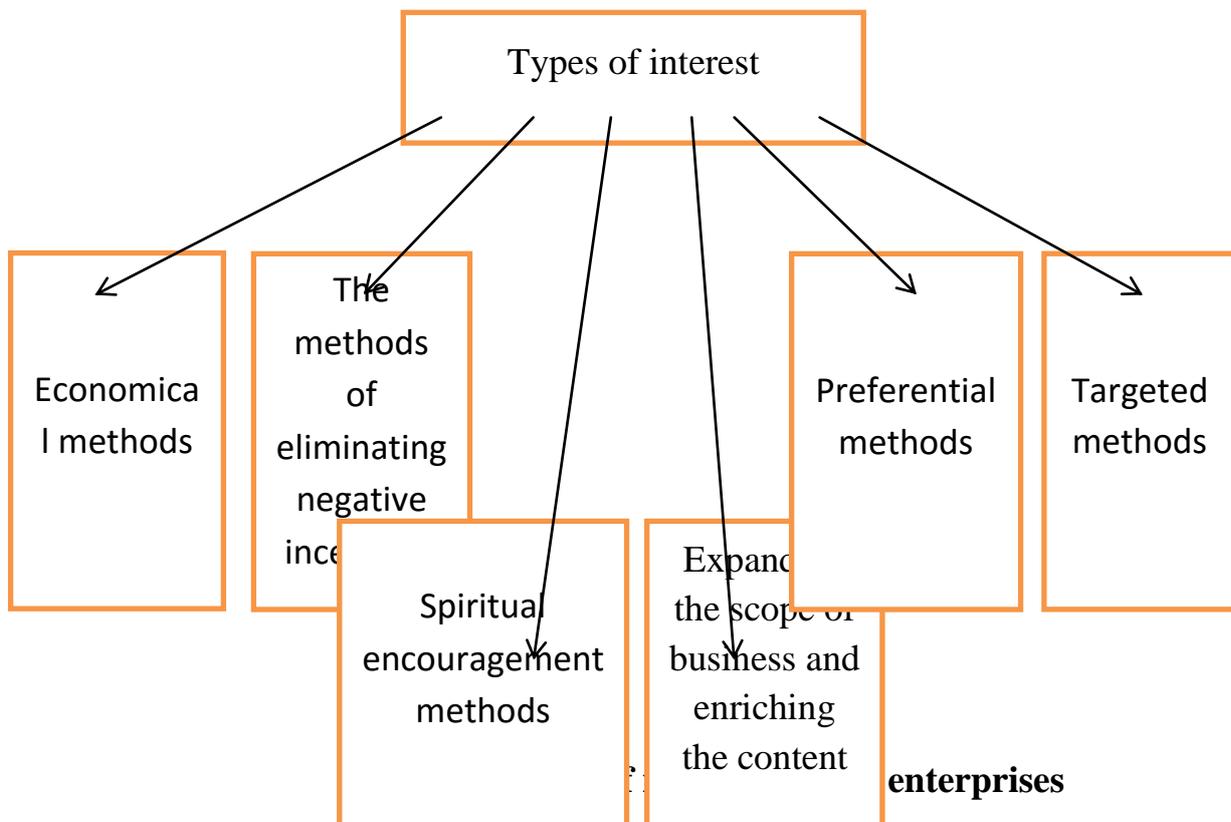
- scale;
- continuity of the production and technological process;
- the numerous and territorial disconnection of the company's

branches;

¹⁶ Official data of JSC “UTY”

- high dynamism of the transportation process;
- a large number of different activities; the need to ensure traffic safety, etc.

Measures to encourage the development of a particular person should be developed taking into account the needs of certain individuals. The employee's interest in the job can be changed by appropriate incentives. For managers, these incentives should not be the same, but should be used in accordance with the personal needs of the staff. When facing a person's situation, he may be self-interested in solving it. It is manifested by the will of man. This can be achieved by success, achievement of work, acquiring knowledge, pursuing interests, and so forth. It can also be of interest to the outside world, including direct managerial incentives. Encouraging the employee to solve the problem through incentives is called an extravagant interest. Interest in the enterprise, such as awarding, issuance, social acceptance, etc., is relevant to this type of interest.



Economical methods are the most common method of interest. These methods are directly applicable (wages, premiums, supplements) and indirectly (benefits: nutrition, paid vacations, life and health insurance, retirement benefits,

etc.). There is financial incentives for effective work based on economical methods. Many companies have been trying to link their wages to the current business outcomes. In this regard, market principles should be taken into account: the cost of living, the supply of labor , the level of wages paid by competitors, the state coordination of wages and so on. That is to say that organization should take effectives methods to stimulate their employee's enthusiasm during their work time, hence improving their employee's performance.

Financial motivation relates to the way in which an organization uses compensation structure to motivate workers to high performance. Companies use a variety of pay structures depending on the type of work environment and the nature of the work being performed. Different pay types add different elements to the financial motivation provided by compensation. Though experts and studies debate the relative weight of money in motivating employees, general consensus exists that pay definitely contributes to the level of motivation of employees. A simple way to understand the basic motivating power of money is to recognize that most people likely would not work the jobs they have if they were not paid for them. Even employees who enjoy their work would often pursue other interests if pay was not a factor.

Financial incentive programs are designed to inspire employee loyalty and increase productivity among employees. For all financial incentive programs, employees need to understand the criteria for receiving the incentives and how the amount is determined. Here are the most common financial incentives:

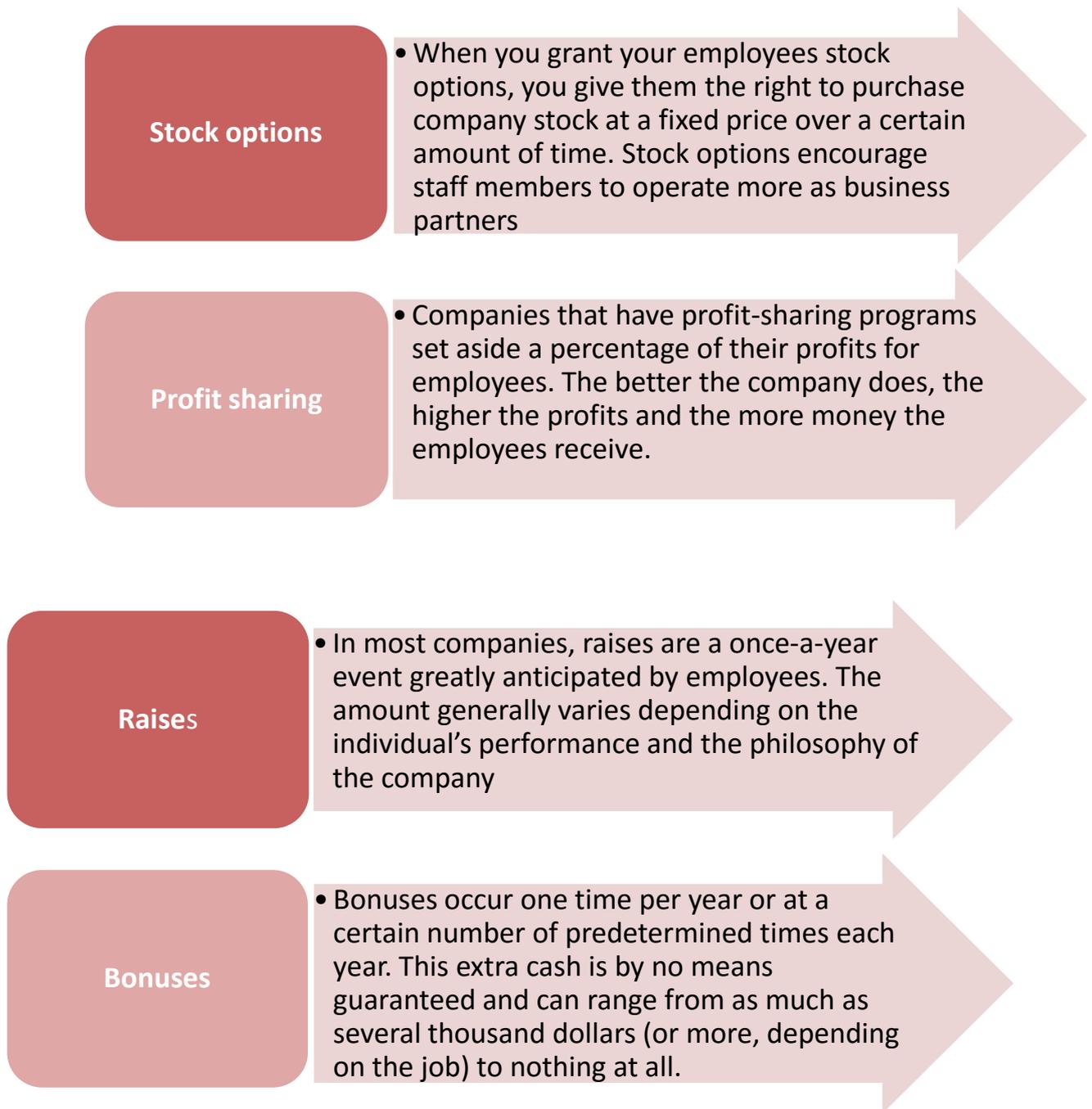


Fig. 3.2.2. The most common financial incentives.

For the team to give itself to the company 100%, the leader needs to create the most favorable conditions in which each employee will strive to work effectively. To do this, there are different methods of motivating staff. We will talk about them further.

Motivation is, first and foremost, a psychological process that governs the actions of a particular person. Accordingly, the motivation of the staff is the creation of special working conditions and incentives within the company that motivate the employee to perform the duties qualitatively and achieve the set goals.

Motivational system within the organization performs specific tasks:

- encouraging employees to perform their tasks in a high-quality manner;
- increase in labor productivity;
- creating a positive mood within the team;
- decrease in personnel turnover; attraction and retention of valuable, competent, highly qualified specialists;
- increase the loyalty of employees to the organization in which they work;
- creation of corporate culture.

The fulfillment of these tasks depends on what kinds of motivation of the personnel in the organization you use. Successfully developed and implemented motivation system is not only an effective tool for personnel management, but also a means of achieving the company's main goals.

Types of employee motivation can be divided into two main groups - material (economic) and non-material. Some leaders piously believe that the most effective incentive for an employee is the salary.

Material methods of motivating employees satisfy only 2 lower levels of human needs. Therefore, if we motivate employees only with a high salary, we can increase the efficiency of your work, but not for long. Practice shows that the system of material motivation is only 3-4 months old. After that, the employee feels dissatisfaction in the needs of the highest level.

To the forms of material incentive can be attributed any manifestation of financial incentives for the employee, as well as fines for failure to perform the tasks. The material methods of team motivation are divided into 3 types:

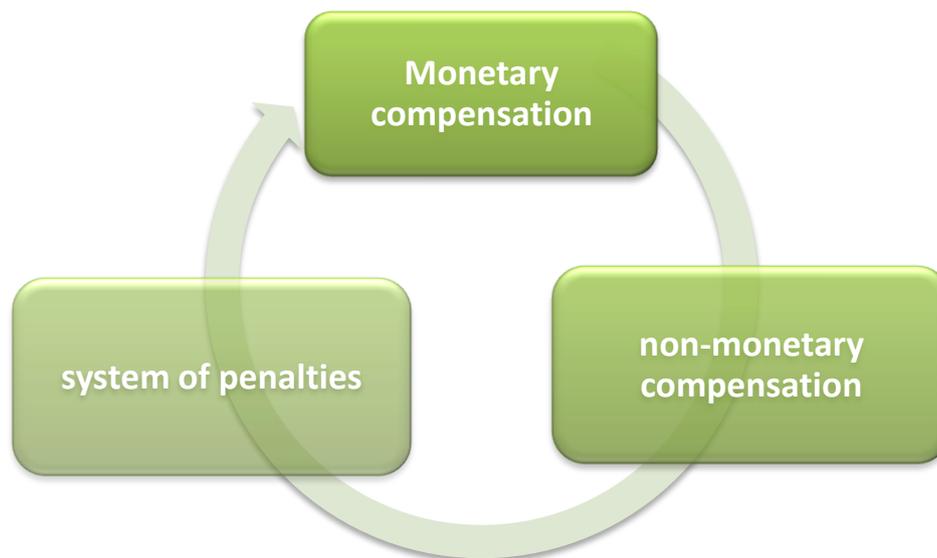


Fig. 3.2.3. Material methods of team motivation.

The pecuniary rewards include:

- increase of wages;
- percentage of sales;
- premiums and allowances;
- cash bonuses for over-fulfillment of KPI;
- insurance, benefits;
- large discounts on services / products of the company.

In addition, financial incentives include monetary compensation for winning a contest. For example, the employee adequately represented the company in the competition of the region's industries (country, world) and won the prize.

Non-monetary compensation is the implementation of corporate social projects:

- the opportunity to use the institutions of the organization free of charge or at special discounts (clinics, kindergartens);
- vouchers for rest in sanatoria, health camps (for children of staff); tickets for various cultural events;
- extraordinary paid vacation time, weekend;
- training, professional development at the expense of the firm;

- business trips; improving the technical equipment of the employee's workplace.

Another, less pleasant side of material motivation is the system of penalties at the enterprise. It includes: material punishment for an individual employee for being late, non-fulfillment of the plan, other administrative violations; the removal of bonuses from all department employees for unsatisfactory results for a certain period; the introduction of "penalty" working hours. Using punishment as a means of motivation, it is important to remember that the main goal of such an event is to prevent certain actions that can in any way damage the company. Realizing that for failure to fulfill the plan, the employee faces a fine, he will be more responsible about his duties. The system of penalties is effective only if it is used not as revenge for the misconduct of an employee, but as rendering psychological influence on him: "Play by the rules to feel comfortable." At the same time, the level of material punishment should correspond to the level of misconduct. The leader needs to find a middle ground and act in justice: for successes - to reward, and for serious mistakes - to fine.

Employees of the company can and should be stimulated with intangible methods. A good salary, bonuses and bonuses are certainly an excellent incentive. But as practice shows, this is not enough for our subordinates to come to work with a genuine desire to tear competitors to shreds. In such cases, non-financial methods of motivating and motivating staff come to the aid of the head.

Effective types and forms of non-material motivation:

- opportunity for career growth; public recognition, praise for success;
- a pleasant atmosphere within the collective and the organization as a whole;
- comfortable working conditions (recreation areas, massage, corporate dinners, gyms);
- cultural activities within the organization, corporate parties;
- congratulations on employee's significant dates (birthday, wedding, anniversary);

- motivating meetings;
- participation in strategic decision-making; professional competitions, prize draws;
- feedback from management (response to wishes, employee claims).

Modern methods of staff motivation include elements of gaming, for example:

corporate quests, rating tables, competitions, etc. Using the game as a motivation for work, develops a healthy passion among employees, to become the best, to win, to receive a well-deserved reward. It is worth noting that gaming has a special effect. In the case if the company has a specific goal - to increase sales by X% in Y time or increase the client base, again for a certain period of time. The employee or group of employees who showed the best result, receive the laurels of the winners and the deserved reward (tangible or intangible). For example, in one production advertising agency in the off-season period, management introduced a motivated gaming system to ensure profit even in a loss-making period.

When choosing methods of motivating staff in a railway company, one must start from real financial possibilities. If material difficulties do not allow using the monetary incentive system, it is important to apply non-material methods of increasing motivation.

In our country the current tax system has been in process for a long time. According to it, all companies, including, JSC “Uzbekistan Railways” and its subdivisions pay The Single Social Payment-15%, The Insurance Fee- 8% and Income Tax-22.5% of their income. Therefore, mostly, a company is not able to motivate employees financially. But, this problem is taken into account and The draft Concept on the radical reform of the tax system is about to be implemented.

The draft Concept on the radical reform of the tax system was prepared, accordance with the presidential decree of February 13 by the National Agency for Project Management under the President. If the measures proposed in the project are implemented, then, the tax system of Uzbekistan will become one of the most convenient for business in the world, and in our economy there will be a real

revolution. A revolution that will radically improve the business climate in the country.

Radical simplification of the tax system: reduction of the number of taxes, tax regimes, unification of the rules for payment of taxes for different categories of taxpayers, simplification of methods for calculating taxes, categorical rejection of individual tax incentives. The rules on which the tax system of Uzbekistan works are very complex, contradictory and do not correspond to international practice.

First, there are many different taxation regimes: for small and large businesses, for trade, for agrarians, financial institutions, individual entrepreneurs, etc.

Secondly, there are many different rules for calculating the same taxes for different categories of taxpayers and many different taxes.

Thirdly, there are a lot of differences from the world practice in determining the tax base (we often tax what is not taxed in other countries), especially for income tax and Value Added Tax.

Fourthly, there is a huge number of exceptions, additional rules, benefits, including individual (for individual enterprises), when paying taxes. All this makes our tax system insanely complex and non-transparent, increases the costs of tax administration.

2. Radical reduction of the tax burden, first of all, the burden on labor and on enterprises of the generally established taxation regime, and the elimination of the gap in the tax burden between small and large businesses.

The current tax burden (30-35% of GDP) is too much for developing economies. Only very wealthy countries can afford such a burden. Without reducing the load, we will not be able to ensure an acceptable rate of economic development. The reduction in workload should primarily concern labor taxes, which we have very high, which does not stimulate the growth of employment and encourages the shadow economy. Another, no less important source of high tax burden is an excessive tax burden on enterprises of the generally established taxation regime, which is the source of a huge gap in the tax burden between small

and large businesses. At the transition from the simplified regime to the generally established one, it can increase several times. This means the impossibility of growing the business and taking advantage of economies of scale, which significantly reduces the opportunities for increasing the competitiveness of our producers.

3. Rejection of taxes on revenue (from turnover) and expansion of the range of VAT payers. Contrary to international practice, our taxes on revenues are widely used. That is, taxes are not imposed on added value, profit, income, etc., but all revenue, including costs. These are deductions from revenues to various extra budgetary funds for enterprises of a generally established taxation system(merged in 2018 into one payment), a single tax payment for small businesses, as well as for companies in the areas of trade and catering. Often in our conditions, even VAT (the tax is not on revenue, but on ADDED VALUE) turns into its opposite - in the tax on revenue. The fact that the payment of VAT is built on credits (when you sell the goods, pay VAT initially with the entire value of the goods, and then you are already credited with VAT paid earlier by other participants in the chain).

In our economy, VAT payers are very small, as entrepreneurs prefer to work in a simplified regime, and therefore in this chain there are constant gaps that do not allow taking out previously paid VAT. That is, in the final analysis, the tax is paid not with added value, but with revenue. Taxes on revenues, as well as gaps in the VAT payment chain, have an extremely negative impact on the social division of labor, the formation of long chains of value creation. After all, the longer the chain, the more taxes you have to pay: there is a double, triple, etc., taxation. In such a situation, our economy is doomed to the eternal role of a raw material appendage of the world economy , since it is simply impossible to create a full-fledged cycle of production: from raw materials to products with high added value-with such taxation rules.

4. Cardinal improvement of tax administration. The need to improve tax administration is primarily due to the fact that advanced forms and methods of

electronic tax administration and tax control have not yet been introduced, an effective system of analysis and management of risks in the implementation of monitoring activities has not been developed. This negatively affects the effectiveness of inspections conducted and contributes to unreasonable interference in the activities of bona fide business entities.

The main changes proposed by the draft concept:

➤ Refusal of taxes from revenues for enterprises of general established regime - deductions to state trust funds (3.2% of revenues in 2018).

➤ Combining all taxes on labor in one tax and a revolutionary reduction in the tax burden on labor: the general tax rate is planned at 25% of the wage fund. This is instead of income tax (progressive scale, maximum rate - 22.5%), unified social payment (25% for large and 15% for small businesses) and insurance contributions to the Pension Fund (8%).

➤ Radical reduction of the rate of vat: from 20 to 12%. When determining the size of the rates, we focused on our neighbors - Kazakhstan and Kyrgyzstan.

➤ Radical change in the principles of payment of income tax (except for commercial banks and insurance companies). Taxes on profits and dividends are combined. Only the distributed profit will be taxed: dividends and expenses of the entrepreneur, carried out at the expense of the company, for personal consumption. That is, only that profit that is taken from the enterprise by its owner will be taxed. At the same time, the tax rate is set at the level of the income tax rate - 25%. The objectives of this measure are: a) to stimulate the investment activity of the

business (investment costs are deducted from taxation), b) a significant simplification of tax administration (profit tax is the most difficult for calculations). In addition, there is a reduction in the tax burden: instead of the profit tax (14%) and the tax on dividends (10%), a tax of 25% is paid, with a significant reduction in the taxable base, since the tax is not paid on retained earnings.

➤ The simplified taxation procedure is abolished. At the same time, special regimes remain: a) for agrarian enterprises with payment of a single land tax and b) for individual entrepreneurs with payment of a fixed tax on certain types of entrepreneurial activity.

➤ The subjects of small business, which are now recognized as legal entities with an annual turnover of not more than 1 billion soums, will receive the right to pay VAT (5%) in lieu of VAT.

➤ Individual entrepreneurs with an annual turnover exceeding 1 billion soums are transferred to the generally established taxation system without changing the organizational and legal form.

➤ It is planned to reduce the tax burden on property tax of legal entities and combine it with land tax in real estate tax.

We consider this change to be incredibly fair and revolutionary in relation to the entire business of Uzbekistan. Most enterprises paid the bulk of the workers' wages due to dividends. At the same time, these are often not even dividends, taxation of which was made at the rate of 10%, but the profit remaining at the disposal of the owner of private or family business, which was subject to benefits under the letter of the law .

In the current format, the salary is levied: from 0 to 22.5% - personal income tax, 8% - social contributions and 15% - unified social payment (25% - for large enterprises). Cumulatively - from 40.5%, which makes the business stay in the shadows, paying salaries in "envelopes". The presented concept reduces almost twice the salary taxes, combining them into one. We agree that for individuals with low salaries (up to about 1 million soums) the tax burden increases, but every self-respecting and self-employed entrepreneur will increase the Payroll Fund in his company by at least 15% (by saving on the CAP), thereby increasing his social responsibility. In this situation everyone gets undeniable benefits.

Conclusion on the third chapter

Having analyzed the data of the third chapter, the following conclusions can be made, international experience on personnel motivation especially railway employees have been shaped since the existence of the railways. Nowadays, there are many methods and regulations in this sphere. Each country where railway transportation is the main way of vehicles has own method of motivating including financial and non-financial.

Points enlisted above suggest that Japanese and Chinese models of personnel motivation can be a good example for JSC “Uzbekistan Railways” as our railway industry is experiencing some remarkable changes over the years. Japanese model has shown tremendous impact on development of personnel performance in every field of economy, including railway industry. As we now, Japan is well-know with its fast railways and China with its tremendous amount of railway network and employees.

The development of the transport system, including railway transport in the Republic of Uzbekistan, is carried out mainly through attractive motivating investments, especially additional payments, and by applying the necessary regulatory and legal acts in the human management of the republic. But despite this progress, the analysis has revealed some shortcomings in conducting investment policy in the JSC “Uzbekistan Railways” and especially Tashkent Signaling and Communication Distance.

In our opinion JSC “Uzbekistan Railways” lacks of gaming model of motivating. Because financial encouragements may not be always effective. Sometimes employees need to be pushed internally so that they can feel a sense of pride and accomplishment on the job they doing.

Chapter VI. Sanitation and hygienic conditions of railway transport companies.

4.1. Requirements of sanitation and hygiene for safe working environment.

Sanitation and hygiene requirements play an important role in improving working conditions. The sanitary and hygienic conditions of the work include all the elements of the production environment that are involved in the labor process. Particular elements of the production environment, such as meteorological conditions, air pollution, separation of various production radiation, enterprise lighting, noise and vibration, are the main content of labor sanitation.

To create favorable working conditions, it is essential to regularly inspect the elements of the above production environment and to maintain them at the normal level developed by relevant and influential international organizations. In the production and service enterprises, issues of sanitation norms in enterprise design,

construction norms and rules, labor protection and labor hygiene are discussed in order to regulate the sanitary and hygienic conditions of labor organization and to determine the norms level. should be used as a basic and normative document from various sanitary norms. The science-labor-hygiene that studies the impact of work processes and the environment on the working organism is called. As a result of the application of hygiene, sanitary, hygiene and preventive measures can be developed, which can create working conditions, increase labor productivity, reduce or eliminate occupational diseases.

In every company, especially when it is a railway company like Tashkent Signaling and Communication Distance, there are requirements of sanitary and hygiene:

➤ Workers engaged in loading and unloading operations should be provided with sanitary facilities: dressing rooms, showers, washrooms with cold and hot water supply , bathrooms, drying rooms for working clothes, heating,

smoking, eating rooms, storerooms for separate storage of clean and contaminated work clothes, etc. Shower rooms should be placed between the wardrobes of work and home clothes.

➤ As part of the premises, rooms (points, chambers) should be provided for neutralizing work clothes.

➤ To store especially contaminated work clothes or exposed to poisonous substances should be allocated special pantries.

➤ Sanitary facilities should meet the requirements of " Administrative and household buildings", Instructions for the design of auxiliary buildings and premises of railway transport enterprises.

➤ If the distance of the loading and unloading works is more than 100 m from the main sanitary facilities, additional sanitary-hygienic units (bathrooms, washbasins, heating points) should be equipped at the work sites for the workers.

➤ When loading and unloading dusty car goes, dust masks should be used and when working with dangerous goods - respirators with gas cartridges, filter or insulating masks. When using respirators, their filters should change as they become contaminated, but at least once per work shift. Specific types and brands of respiratory protective equipment should be determined depending on the type of cargo being reloaded.

➤ When working with stove workers should be given special glasses with yellow-green glasses during the day and light glasses in the evening and night. Remove the glasses before taking a shower is not allowed.

➤ After loading and unloading operations related to the transportation of pitch, pesticides, raw materials of animal origin, strong poisonous substances, mineral fertilizers and dusts, acids and alkalis, the overalls must be dedusted and, if necessary, disinfected.

➤ Rubber boots, aprons, gloves after working with pesticides must be degassed with a solution of bleach (one part of lime to 2-3 parts of water) followed by a plentiful rinsing of water .

➤ The face of the respirator after work should be washed in warm water with soap, degassed with 8% solution of boric alcohol, 0.1% solution of quinazole or 0.5% solution of potassium permanganate, and then wipe and dry. Only the outer part of the gas mask must be degassed, and the inside of the mask must be wiped.

➤ Protective goggles must be thoroughly cleaned and stored on shelves in a specially designated dry place.

➤ When working in gas masks and respirators, workers should periodically be allowed to rest with a gas mask or respirator removed in the area free from dusting or release of harmful substances. The duration of rest is established by the rules of internal labor regulations, agreed with the local sanitary epidemiological station.

➤ To protect the skin from the effects of various harmful substances workers must be provided with protective pastes and ointments. From various acids, alkalis, mineral oils, petroleum products, organic solvents, synthetic resins, dust and chemical substances, etc., it is necessary to use protective pastes. Biological gloves, pasta and other protective measures, depending on the nature of the cargo and working conditions, are assigned by the sanitary-epidemiological station or the nearest medical institution.

➤ In addition to the use of protective pastes, after work it is necessary to take a warm shower, use it for washing with neutral soap and a soft, non-irritating skin towel. If necessary (dry skin, cracks) after showering and washing hands neutral ointments or creams are used.

➤ The storage of radioactive packages must undergo periodic radiometric control in accordance with the Safety Rules for the Transport of Radioactive Substances.

➤ Tanks with drinking water should be installed in the premises. If there are no rooms in the work areas, the tanks should have special shelters, protected from penetration of dust. In places where tap water meets the requirements of GOST 2874-82 "Drinking water. Hygienic requirements and quality control "with the permission of the Sanitary and Epidemiological Station allowed the use of unboiled water Daily tanks should be cleaned, washed and filled with benign drinking water with a temperature of at least 12C.

Microclimate factors in the workplace - temperature, relative humidity, air velocity and atmospheric pressure. The comfort (optimally) for the given type of work can only be achieved if the heat balance is ensured. Heat balance is expressed by the following formula:

$$Q=Q_u+Q_k+Q_n+Q_b+Q_x.$$

Where:

Q_u - heat transfer of clothing;

Q_k - convection around the body;

Q_n - radiation to the surrounding surfaces;

Q_b - moisture exertion from the body;

Q_x - heats air that breathes.

When the room temperature is high, the blood vessels are expanding and the skin begins to exceed the blood standard, and the heat transfer to the surrounding environment is significantly increased. This will end when the room air temperature is above 30 - 35C. The person sweats and, as a result, the salts necessary for the body are also sweaty. That's why hot water can be supplied in hot rooms.

When the air temperature in the room decreases, the blood vessels become narrow, the blood flow to the skin decreases, and the body's heat is reduced to the outside.

So, in order for a person to feel good at work, there is a certain degree of

temperature, relative humidity and air movement speed. The humidity of the room air can be greatly influenced by the temperature of the body.

Air movement in the workplace is an important factor in improving working conditions. Airborne movement in rooms with high heat improves the delivery of heat from the body to the environment, and, on the contrary, adversely affects the body in cold rooms. The minimal speed of the air is 0.2 m / s. It is recommended that the air velocity is 0.2-0.5 m / s in the cold weather and 0.2-1.0 m / s in hot days of the year. In hot rooms this speed can be up to 3.5 m / s. When choosing air speed in the room, it should also be taken into consideration that it does not interfere with the technological process and does not cause harmful substances.

According to the State Sanitary Inspection, the speed of the air allowed at the workplace depends on the workplace temperature. Production microclimate standards are based on the system of occupational safety standards based on the "Workplace microclimate". Industrial enterprises are subject to standardized workplace standards for air temperature, relative humidity and ambient temperature, depending on the type, type of tide and category of work. Categories of work are as follows:

Norm quantities are the sum total of microclimate indicators that keep the organism's normal activity and heat (temperature) without damaging the adaptation to the environment that has long lasting impact.

Civil protection in modern conditions its role and importance
Modern human beings live in natural, man-made, ecological and other disasters. Because these disasters are interconnected, they can cause severe consequences. The number of people affected by natural disasters has risen by an average of 6% over the past hundred years. In the last quarter of the 20th century, as a result of natural disasters, a lot of people dead. From natural phenomena, the average annual world economy is estimated at \$ 30 billion. There are no casualties, no casualties, no casualties.

The greatest number of natural disasters and the largest losses caused by them accounted for the second half of the 20th century. Several nuclear

installations around the world are causing the accidental disruption of the facilities in the chemical production industry. Significant traffic accidents have occurred in the air, in the sea and in the oceans, in cars and railways. The consequences of these consequences are also a threat to Uzbekistan.

Unfortunately, there are environmental disasters in Central Asia, including Uzbekistan. The big environmental problem is the drying up of the Aral Sea. Measures to reduce the number of emergencies and reduce them to human life and to the environment are being taken. These measures were taken by the republic's leadership to protect civilians. To safeguard populations and territories from emergencies, the Republic of Uzbekistan has under taken a number of practical measures:

- The Decree of the President of the Republic of Uzbekistan "On Establishing the Ministry of Emergency Situations" in March 1996;
- The 1996 Law on "Natural and Man-made Emergencies";
- The 2000 Law on Combat Against Terrorism;
- Decree No. 558 of the Cabinet of Ministers "On the establishment of the State Emergency Situation and Emergency Situation System" of 1998, No. 455 of the Emergency Situation Stage.

Thus, civilian protection is a component of national defense measures to protect the population from emergencies, disasters, natural disasters and their consequences and modern destruction methods during war and peace. Civil protection is created at the expense of workers and employees in all large-scale national and transport constructions, ministries and organizations, enforcing the protection of the population and the national economy

The scheme or building rule and rhythm of the wind that blows the wind in a particular location is characterized by the "wind direction" and its force multiplying for SN2-01-01-83. Based on the information provided by the staff, the conditions of the living can be calculated and drawn on a specific day of the wind. The number of days per year is considered 100 per cent and is the percentage of recurrence of wind infections in each direction.

CONCLUSION

The effectiveness of managing the activities of the railway industry in many ways depends on how successfully the system of motivation in this organization. The main task facing the company's managers is to search for suitable methods of motivation and incentives for staff who can provide adequate activity to maintain successful activity in the enterprise. First of all, worthy functioning of the motivational system, its creation directly depends on the management apparatus, from their skilled skills and knowledge, from different qualitative features. One of the main tasks at the railway transport is the motivation of the staff, which will help prevent turnover of qualified employees in other areas activities, increase productivity at the enterprise and attract young and motivated staff. Effective management of labor motivation cannot be achieved without basic knowledge in the field of driving stimuli and motives that encourage employees to more productive results. An analysis of the current system of motivation was taken at the branch JSC "Uzbekistan Railways" – Tashkent signaling and Communication Distance, thanks to the methods of observation and interviewing personnel, the degree of employee satisfaction with their work activities, which allowed highlighting the main points of the current motivation in Tashkent signaling and Communication Distance. Suggestions were also expressed employees to improve the current system of motivation. As obvious factor, the material part plays one of the main roles in the question of transformations. The material side will always be desire to raise both basic salaries and additional payments, which is appropriate to a certain extent, especially in a volatile market economy. Were also noted the desire to improve such areas as conditions labor, workload, a more convenient distribution of vacation days, etc. Financing is an indispensable incentive, but not the only one. Significant incentives, such as personnel in the railway industry, payment of seniority depending on the length of service, as well as the various social projects,

maintenance of iron roads and their families, the provision of sanatorium-resort permits, etc.

Based on the analysis of the data of the personnel motivation system, as well as in the improvement, a decision was made on the appropriateness of an experiment to provide a compensable social package to the employees of the Tashkent Signaling and Communication Distance of the railway branch of JSC «Uzbekistan Railways». Implementing of this compensable social package can be available with the draft Concept on the radical reform of the tax system. When a company spends solid 25% tax instead of 22.5%, 15% and 8% the company will have more opportunity to support its employees. We suggest to spend a half amount of that money for financial motivation. The main purpose of which is to increase the efficiency and quality of work, increase labor productivity, reduce staff turnover, achievement of positive financial and economic results production activities.

Compensated social package provides an opportunity staff to make up for certain defined limits their expenses for social services included in the approved list content of certain components. The list of these elements includes following:

- Compensation of sanatorium-and-spa treatment (consists in the provision of recreation services for personnel in special recreation areas, sanatoriums, dispensaries, boarding houses, camp sites, etc.);

- reimbursement of the fee to the place of work on the city route, also on a fixed-route taxi;

- reimbursement of mobile communication services;

- reimbursement of expenses of services of sports and cultural institutions (such as fitness rooms, swimming in the pool, etc.);

- reimbursement of paid kindergartens;

- compensation of costs for Internet services;

Thus, one can make an unambiguous conclusion that all branches of the economy, including the railway transport industry can increase personnel efficiency by conducting of a successful motivation policy. At the same time, it

should be noted that, new motivational methods in railway companies lead to an increase in GDP growth rates as well.

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